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ABSTRACT

The professional responsibilities of administrators of parks and recreational facilities were emphasized in the keynote address to the twenty-seventh annual conference of the Southwest Park and Recreation Training Institute. The institute was founded with the objectives of fostering the gathering and dissemination of information with reference to parks and recreation facilities, grounds, programs, and goals. Participants in the conference represented recreational organizations in the Southwestern states, and the discussions focused, for the most part, on problems and challenges in that geographical area. The opening address stressed the importance of conservation, preservation, and management of natural resources and the development of recreational programs and facilities that respond to the needs of the general public. The second speech to the conference offered insights into the current economic situation in the country and its implications for public recreational activities. Brief summaries are given of the twenty-five workshops held at the conference. (JD)

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ED216994

27th ANNUAL

Southwest Park and Recreation Training Institute

January 31, 1982
February 1-3, 1982

SOUTHWEST PARK AND RECREATION
TRAINING INSTITUTE

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27th Annual

SOUTHWEST PARK AND RECREATION TRAINING INSTITUTE

January 31, February 1-3, 1982

Lake Texoma Lodge
Lake Texoma State Park
Kingston, Oklahoma

OBJECTIVES:

Fostering, gathering and dissemination of information with reference to parks and recreation facilities, grounds, programs and objectives. To work with all people particularly of the Southwest Area to encourage a greater degree of professionalism among those in the park and recreation profession. To foster a spirit of cooperation between all agencies related to public park and recreation programs. To encourage and support those colleges which train people in park, recreation and related fields.

SPONSORED BY:

National Recreation and Park Association
Oklahoma Tourism and Recreation Department

CONDUCTED BY:

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PHOTOGRAPHER: Bill Thompson

TOMA AWARDS

Category I - Major Productions

"Texas Tech - Then and Now" presented by Dr. James W. Kitchen, Texas Tech University, Lubbock, Texas

"Please Walk on the Grass" presented by Mark McHenry, city of Kansas City, Kansas City, Missouri

"It's My Job" presented by Jim Fox, city of Dallas, Dallas, Texas

"The Gift of Tomorrow" presented by Bill Thompson, city of Irving, Irving, Texas

"Rodeo" presented by Mickey Carter, El Paso County, Colorado Springs, Colorado

"Grounds Maintenance - Texas Tech Style" presented by George Spillman, Texas Tech University, Lubbock, Texas

"Wildflower Works" presented by Jackie Kayne, city of Dallas, Dallas, Texas

"How to Get from DWI to WPA" presented by Dan Whitworth, city of Austin, Austin, Texas

Toma Winner - "How to Get from DWI to WPA"

Category II - Short Subjects

No presentations were made

Category III - Innovative Ideas

"How to Grow Hair on a Billiard Ball" presented by Russell Studebaker, city of Tulsa, Tulsa, Oklahoma

"Soar" presented by Marie Scalzo, city of Austin, Austin, Texas

Toma Winner - "Soar"

Back Row (Left to Right)—Kevin Murray, Susan Valis, Trey Goodman, Richard Diano, Gary Wiley, Ronnie Gallager
Front Row Cindy Hunter (TAMU), Tracy Redus (TAMU), Debra Hernandez (TAMU), Eric Wooddell, Sarah Wells (TAMU), Charles Leatherwood, Scott Ingram

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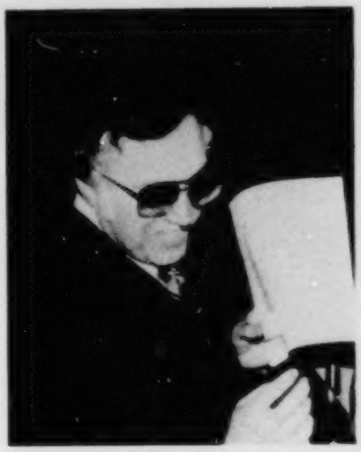

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TEN YEAR AWARDS

TWENTY YEAR AWARDS
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Lodge

NRPA President, Roger Brown

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KEYNOTE ADDRESS

by Abe L. Hesser

You are always welcome to Oklahoma. You are always welcome to Texoma Resort. You are welcome to all of our resorts and our parks and recreation areas. We are proud of our state where the economy is booming, 97% of our work force is employed, we have a balanced budget in our state government and we have as governor, George Nigh, who supports economic development, tourism and recreation, our resorts, state parks, recreation programs, quality of life and the professional development of those who are intrusted with the responsibility of operating our park system and our recreation programs.

I have personnally been involved in a part of the awakening of Governor Nigh and the awakening of at least some of our staff to the responsibilities and the opportunities which are ours; those of us who call ourselves stewards of the natural resources, managers of the park capital improvements and specialists with recreation programs.

In spite of those who kick instead of pulling and those few non-supporters of recreation as a priority item, we have made great strides in Oklahoma as you have in your states during the past 15 years. We have benefited as a result of BOR, HCRS, YACC, YCC, but most of all, we have benefited as a result of the efforts of people who are genuinely interested in a better quality of life, recreation for everyone, wise use of our leisure time. Some of those people in our section of this country are in the audience, some are participating in this program and I want to personally thank them. I also want to thank Bill Kitchen, Tye Bledsoe, Bob Pike, Chris Delaporte, those of you who serve as board members and officers for your creative and innovative ability, for your foresight, for your tenacity and for your ability to get the job done. Governor Nigh has many awards that he presents but the best one is the "You Dun Good" award and I say to you that you people deserve such recognition as well as much more.

In looking back over my last keynote speech, I see that I made an attempt to challenge you. I spoke of the growth of the recreation industry which tripled in 10 years, 7% of the G.N.P. exceeding $200 billion per year and growing at a rate of 12-15%. It is exceeding the inflationary spiral and impacting the lives of every person in this nation. (But apparently Mr. Reagan's advisors don't know that.)

Second, I spoke of restrictions. Fund cutbacks, rebellion against rules and regulations, land use restrictions, misuse of wilderness and pristine areas.

My third point related to public relations. We know what we are doing but no one else does. It's like winking in the dark, asking the press to cover your conference, to speak at your conference is a good idea, if you select press or speakers with credibility and sincerity.

My fourth topic was the recreation program and the importance of the naturalist, the recreation specialist and the volunteer steward of the natural resource.

Finally, my fifth topic had to do with the professional, with you and your aspirations for growth, for development, for achieving success.

As I read that speech, I realized that I had covered a great deal of important subject matter and I felt the need to relate to you more like students in the classroom. I felt the need to update you and to refresh your memory. Perhaps that is what we do each year when we reflect on past years' accomplishments, resolve to improve and make every effort to recreate ourselves.

As we reflect on the past and assess our accomplishments, I think we can be very proud. As a city, county and at state level, we have made good use of federal funds, matching every dollar of HCRS money 50/50, fully utilizing CETA, YACC and YCC employees to their greatest advantage and in many cases causing these young people to enter our work force.

As the industry has grown, we have made land and facilities available to that point that there has been recreation opportunity for everyone; that no one was turned away.

We have presented rules and regulations in a positive manner using employees who are fully informed with regard to public relations techniques and service to the user. Our public relations programs have involved numerous committees, task forces and individual actions which caused the public to be better informed. Our programs, our facilities, our rules and regulations, to be better accepted and our facilities to be more fully utilized with better care.

Recreation programs are more extensive and professional staff with creative and innovative ideas are more prevalent.

Professional staff are in abundance, there is much competition among those who have self developed as well as the formally educated for supervisory and management jobs.

It appears to me that in the past five years we have arrived; we have excelled and we can be very proud of our profession, of our park systems and our programs.

Now lest you go around patting yourself on the back, shouting or singing about what you have done, let me caution you -----

"DON'T MESS IT UP"!!! "In spite of all that has been done, in this world of give and take, there still is not enough people to give what it takes."

In the Sun Belt, where it is, energy rich, economically stable, fully employed, we must not forget that 10 years ago we didn't know that we needed energy, unemployment was at 10-15% and park employees' average salary was $350 per month.

There are other sections of this country today that are bankrupt, where park budgets have been cut in half, employees laid off and they are in the midst of a depression.

The federal government is in trouble and we may experience further inflation and an increase in the national dept that will finally throw this country into a depression that will make the Dirty Thirties look like heaven on earth. We had better find some answers.

There is no question but what federal funds for parks and recreation is going to be zero, especially during the Reagan administration. Therefore, we must look to city, county and state government revenue sources for our slice of the budget pie. You must very carefully analyze your program and delete the fat and offer the extras that will influence your level of government to support your program. Lobbying at every level is a must. You may find it to your advantage to employ those who can help you in a very subtle way with this effort. Finally, use this money very wisely, very judiciously and according to the rules.

Other sources of funds must be sought. The private sector should be nurtured, use fees increased, in some cases, entrance fees may be the answer. In any event, we will need to fund our parks and recreation programs closer to home and quit crying over the federal dollars loss.

Our operations mode must change. We must continue to reduce operating cost, maximize the best use of our natural resource facilities and we must not be afraid to seek counsel from those who have better programs.

Staffing of our facilities can be improved with manpower budgets, use of students, elderly, consideration of women as well as men, flexible work schedules, better salaries for those who can produce and a continued emphasis on professionalism and a combination of formal education and self development.

We must also not lose sight of our total responsibility which can be encompassed by:

1. The conservation and preservation of the natural resource
2. Facility and program development and presentation
3. Management of the natural resource, the facility and the recreation program
4. Recreation for everyone

If you think of these four points as our professional responsibility and envision a ball diamond with the natural resource on first, the facility on second, the management on third and the user on fourth, it will be easy for you to remember.

You are out the umpire said. He didn't even touch me. The umpire said, you didn't touch first base. You must touch all of the bases in this profession of ours. It has rules, just like our life has rules and the baseball game has rules.

This institute will help you to better understand some of the rules and to formalize your basic philosophy. Hopefully, it will be one that will cause you to love your fellow man, to be happy in your job, to give thanks to the God Almighty and to leave this world a little better than you found it.

Short Range Economic Outlook of 1982
by Dr. Tucker Hart Adams

We are only 25 months into the new decade and already in the midst of our second recession. The second recession is official - the National Bureau of Economic Research, that august body which determines such things, met early in January and announced that the recession began in July.

That leaves us with three interesting questions.

1. How long and how severe will this recession be?

2. Was it caused by Reaganomics or will it be Reaganomics which brings us out of the decline?

3. What is the outlook for interest rates and for economic activity in the Southwest?

First, the question of the depth and duration of the recession. Let's begin by looking at the usual business cycle pattern.

1. The economy enters a period of expansion, with incomes and output expanding rapidly. Unemployment is low and demand for goods and services is robust.

2. Consumers, anticipating good times ahead, go into debt to purchase the things they want. Businesses, anticipating a continuation of healthy sales, begin to build up inventory levels to meet the growing demand for their products.

3. Bottlenecks start to develop, the result of shortages of certain skilled labor and strategic raw materials and machinery. Order backlogs grow and vendor delivery slows. Prices begin to rise to ration out increasingly scarce resources - interest rates climb as loan demand accelerates.

4. Prior to 1978 the next step in the scenario was quite predictable. As interest rates bumped against ceiling levels, money flowed out of financial institutions. A credit crunch developed, loans ceased to be available at any price, and the economy spiralled downward, led by the credit dependent industries like construction. This caused unemployment to rise. Consumers, already heavily in debt, stopped buying on credit and started paying off existing debt. Business saw inventory to sales ratios explode and cut off orders to suppliers. Factories closed, layoffs mounted, and the downward cycle accelerated. The 1973-75 recession was a classic example.

5. Fortunately, anything which is falling eventually reaches a low level. Inventory/sales ratios shrink, the consumer debt burden declines, bottlenecks evaporate, inflationary pressures subside, and interest rates begin to fall. The ensuing recovery is almost guaranteed, with it accompanying period of business expansion and good times.

While this describes the U.S. economy prior to the 1980's, it is not the scenario of recent years. Economists began telling you in 1978 that a recession was imminent. It did not materialize in 1979, except for one quarter of oil-price induced decline in the spring. The precipitating credit crunch did not occur. It took the imposition of credit controls in March of 1980 to produce the promised recession but it lasted only 5 months and inflation showed little sign of cooling. Now, only 12 months later, we learn that another recession is officially here, after the shortest recovery in this century.

Will this experience be a repeat of the classic pattern or has there been a fundamental change in the U.S. business cycle? What has made the last four years so different?

If I had to narrow my answer down to one thing, I would pick the introduction of $10,000 money market certificates in June of 1978. For the first time; financial institutions were able to offer competitive, market-determined interest rates to the relatively small saver. This, along with a host of related innovations, spelled the end to disintermediation - economist's term for the period when money flows out of financial institutions - and the accompanying credit crunch. Since that period loans have been available to anyone able to pay the price. Except for the brief credit-control-induced-crunch in the spring of 1980, the classic recession pattern has not emerged.

For three years the economy has been on a sideways course, weighted down by high interest rates but continuing to grow as strength in the energy, high technology, and service industries has offset depression in residential construction, autos, and agriculture.

So why are we now experiencing an official recession? No credit crunch developed, to trigger the traditional cyclical downturn.

Three factors:

1. In 1981 oil prices softened, due to an OPEC induced glut, and energy industry growth slowed. Projects dependent on $70 a barrel oil have been put on hold.

2. High technology also experienced problems. Stiff competition from the Japanese, in particular, led to cut-throat price cutting, shrinking profit margins, and even some layoffs.

3. At the same time interest rates remained high, held up by strong loan demand and the slow growth in the money supply engineered by the Federal Reserve to combat inflation. Housing, autos, and agriculture continued at depression levels. Inventories remained under tight control, with orders slashed at the first sign of any unwanted build up.

The economy has been amazingly resilient in the face of these problems. But eventually it began to buckle. Layoffs in the industries related to automobiles caused unemployment to climb. This, in combination with uncertainty about the meaning of enormous budget deficit projections, spooked the consumer. Retail sales fell below expectations, leading to cutbacks to prevent inventory accumulation, and further unemployment increases. A wait and see attitude began to prevail with business people and consumers. The recession arrived.

Now let's turn to the second question, that of the role of President Reagan's supply-side economics program. Let me begin by making two observations.

1. Reaganomics did not cause the recession, although the continuation of the high interest rate environment contributed to its inevitability.

2. Reaganomics will not provide a quick fix which will send the economy skyrocketing upward. It is meant to be a long-term solution to the dual problem of sluggish growth and rapid inflation. But there is a short-term price to pay and it may be high.

Let's look at the Reagan program in more detail and see what it is designed to do.

Point one of the program is the tax cut. It is not the traditional sort of tax cut, designed to return dollars to consumers' pockets, although some of that will happen. Rather, it is carefully structured to provide production incentives; hence, it is referred to as a supply-side tax cut. The expectation is that business will build new factories and expand production, providing new jobs, more goods and services, and the incomes with which to purchase them. Individuals will also have new incentive, in the form of higher after tax wages, to work. This may mean that people currently outside the labor force will look for jobs. Other individuals will work longer hours, perhaps evenings or weekends. Still others now working in the underground or cash economy may be willing to report that income if it is taxed at less prohibitive rates.

The most ardent supporters of the supply-side tax cut suggested that tax revenues would actually increase since the incomes taxed at the new lower rates would skyrocket. That is free lunch economics at its best and led many writers to ridicule the program. It is clear to me that tax revenues will fall initially, but it is likely that half or more of that decline will quickly be recovered if the tax cuts have the expected impact on incentives.

The second point of the program is the reduction in the rate of growth in government spending. There are two motives behind this.

The first has to do with a philosophical bent toward the inherent stability of the private sector with government held to the minimal level.

The second has to do with concern that the deficit will expand if we cut taxes without at the same time cutting spending. A balanced budget is certainly a long term goal of the administration's program. However, it will be a result of a healthy economy, not a prerequisite. Achieving budget balance through simultaneous reduction in taxes and spending is quite different from accomplishing this with tax increases to match run-away government out-lays.

Point three is slow growth in the money supply, to fight the inflation problem. If the amount of money we have to spend grows at the same rate as the things we have to spend it on, prices should remain stable. Increases in one area will be offset by declines in another.

The final point is the move toward deregulation. This is a direct outgrowth of the belief that the economy usually works best if left unhampered, with the market taking care of most problems that arise.

This program is a bold new approach to a seemingly intractable problem. The old remedies have not worked. The new program has an internally consistent theoretical foundation and takes a multipronged view. Only time will show whether or not it will succeed. My concern is that politicians have a very short horizon (Someone has commented that when they arrive in Washington they hit the ground running - for re-election). We will feel the pain of the budget cuts long before we see any positive results. I wonder if we will stay with the program long enough to give it a chance to succeed.

Promises of long-run solutions are meaningless if we don't survive the short-run. Three factors make us much less vulnerable than we were at the start of the earlier recessions.

1. Inventories have been kept under tight control, with no speculative accumulation. The necessary correction was sharp and quick.

2. Consumers are in an excellent position to spend their way out of the decline if they choose.

   Moderating inflation has slowed the erosion in purchasing power.

   Debt to income ratios are at comfortable levels, down sharply from their 1980 peak.

   The tax cut returned $16 billion to consumer pocketbooks in 1981 and will provide an additional $32 billion in 1982.

3. We've adjusted to the high interest rate environment which I believe will continue.

   Variable rate mortgages, loans which float with prime, deposit accounts which pay market rates all make it possible for financial intermediation to continue in the face of record rates. (Remember that 15 3/4% is historically high despite being sharply below last summer's peak.)

   12% mortgage - two years ago I said it would kill the housing industry; last week the president of a big Colorado S&L said if the mortgage rate would drop below 15%, housing would recover.

I expect 1982 to be a fourth year of sluggish growth, with high interest rates continuing to depress autos, housing, and agriculture. Here in the west we are fortunate to have an economy which is driven by energy and high technology. The majority of our employment is in the service sector, which is relatively insensitive to the swings of the business cycle.

Inflation will average around 8½% as union wage settlements come in well below recent levels of increase. With auto workers, construction and agriculture-related industries coming to the bargaining table, job preservation will take precedence over hefty pay increases. The improvement in inflation in 1981 was due to luck.

Food - bumper crop led to lower prices

Energy - temporary glut caused prices to soften

Wage increases slowing should mean we will have a more sustainable reduction.

In most of the states in the southwest, we are fortunate to have an economy which is driven by energy and high technology. The service sector, which grown even during economic downturns, is our major employer and we are not very dependent on heavy manufacturing industries like automobiles and steel. It is this sector, along with residential construction, which is most heavily impacted by the downswing of the business cycle.

During the decade of the 1970's, population in the six states represented here (New Mexico, Colorado, Oklahoma, Texas, Arkansas, Louisiana) grew by 24%, well above the national average of 11.4%. Every state grew faster than the nation, ranging from a high of 31% in Colorado to a low of 15% in Louisiana. In November of 1981, when unemployment nationally averaged 8.5%, our unemployment rates were below that level in five of our six states. Only Arkansas, with a 9.3% rate, was feeling the recession more severely than the nation. Oklahoma's unemployment was only 3.8% and it was below 6% in both Colorado and Texas. In Flint, Michigan, 16.2% of job seekers were out of work, in Tulsa, Oklahoma, only 3.6%. Only Fort Smith, Arkansas (11%) was in the 25 cities with the highest unemployment rates. Nine of our cities were in the bottom 25.

This brings us to our final question, what lies ahead for the southwest in 1982?

1. It will be a year of slower population growth than we averaged in the last decade, although the area will continue to be the fastest growing in the nation.

2. The unemployment rate will climb for several months, but will peak well below the national average.

3. Moderating inflation and tax cuts will increase discretionary income, enabling consumers to increase expenditures in real terms if they choose. As a result, retail trade is likely to expand at a faster rate than income.

4. Residential construction will continue to be depressed by high interest rates.

5. Agricultural profits will again be squeezed by a combination of high interest rates and energy prices.

6. Energy growth will slow as a result of a year of stable oil prices. In the southwest, this may be offset by the build-up in the defense industry.

7. The tax exempt bond market will be forced to offer yields near taxable rates to attract consumers, as cash flow problems and less income which needs to be sheltered, reduce demand by traditional investors.

8. In the energy rich southwest, severance tax receipts will cushion the loss of Federal revenue for nondefence spending.

Looking out beyond 1982, if the price of oil falls to $25 a barrel, the west's future will dim. But I think that is unlikely, and under any other scenario I can envision, we are well-positioned to grow rapidly throughout the decade of the 1980's.

No matter what direction energy development may take - conventional oil and gas, coal, oil shale, nuclear - even solar - the state is well positioned to benefit from energy exploration and development. We will continue to outperform the nation as a whole in terms of both growth and stability, providing a climate in which opportunities will continue to exist for agressive, well-managed businesses.

Highlights
NRPA in the 1980's

by Roger Brown

I appreciate the opportunity of being here with you. I have been aware of the Institute for a long time, but this is my first opportunity to attend.

The National Recreation and Park Association is a solvent national organization today. That's the first time in our history that we have been solvent. Our auditors indicated recently that if we sold all our assets and paid off all our bills, we would have about $6,000 to give to some national organization or charity. We are on a pay-as-you-basis and we don't have to spend nearly as much time in our regional meetings talking about money, and how we are going to meet payroll and do all the other things that we have to do with our funds.

Our history, since we became the National Recreation and Park Association in 1966, has been rather erratic, good, bad, or indifferent, depending on your status or background which you came from. We have become a recognized leader in the field of parks and recreation. At the Minneapolis Congress, we were given credit for what was then a passing of a Senate committee to save the Land and Water Conservation Fund and what was a rather substantial Senate vote, to save the Land and Water Conservation Fund. There is no question that the efforts of the NRPA was the difference in the Senate passing the special program. You were an integral part of that effort. You were involved in contacting your legislators and Congressmen and having the people you work with do that, so that it was your help that enabled us to achieve that status at that particular time.

The Association has been asked any number of times to give expert testimony to several bills relating to parks, recreation, conservation and leisure services. The Association has been asked by several Congressional staffs to aid in the writing of legislation that would have an effect on parks and recreation conservation. That kind of support is something that we have built up over the years. A Congressman from Pennsylvania has indicated that the National Recreation and Park Association is known on Capital Hill as an organization that presents information, that is accurate and that is timely. Secretary James Watt acknowledged the National Association as a leader, under his standards, and he asked us in Minneapolis to assume the leadership in beginning to reassess the role of the Federal Government as it relates to parks and recreation. Australia acknowledged that our association was a national leader when it gave us exclusive rights to conduct the Life Be In It Program in the United States.

We should never be satisfied with what we have achieved, whether it be in our national organization or in our local departments or operations. We need to strive to do better and that is what we are attempting to do.

The Trustees last October in Minneapolis, on the recommendation of the National Forum and the branches, have increased the membership in a special planning committee. A Long Range Planning Commission has been in existence with the NRPA as long as we have had the association but in many instances, as with many other organizations, that committee has never functioned to the extent that it should have been. There is no committee that is more important to our National Association than the Long Range Planning Commission. I am quite excited about what might be the results of that expansion; I hope that it won't die at the end of the year. I think we have the beginnings now of making some continuity and some insight as to where we want to go down the road with the national organization. Whatever that may mean in terms of this committee or you as a membership of the National Association, or what the Board of Trustees has construed that to be remains to be seen, but I think that we are on the right road and I am excited about what may come of that.

The Student Branch this past year in Minneapolis made some momentous decisions at that meeting. They came to the Board of Trustees and the National Forum and said they would like to dissolve the Student Branch. They said there is no reason for the Student Branch to exist as it does today. They would much prefer to be a part of the National Recreation and Park Association through those branches their particular interest is. That suggestion was referred on to the Constitution and By-Laws Committee. In my opinion, it is great. I would like to see all seven branches of the Association dissolve, because I think then we would be a more effective National Recreation and Park Association. But I think that there are more important things for a national association to be doing today than to be worrying about the structure in which we operate. I don't think that we should be expending our energies worrying about reorganization. But I think that the students said something to us. That is, we should begin looking at what we are and how effective we are under the current structure within the NRPA. What happens to that request of the students will depend on the recommendations of the Constitution and By-Laws Committee and the efforts of some of the students.

The 1981 Annual Report, in my opinion, is one of the best annual reports that the National Association has put out. It took us out of the role of internal reporting and put us in the role of reporting what parks and recreation is about and what we as a national association are all about.

A gentlemen once told me not to think about the things that are right but correct the things that are wrong. That is what we as a national organization must do. The kinds of things that we are doing right, that we are satisfying people with, we need to keep doing those kinds of things, but those things that are yet to be achieved, we need to spend some energies on that can be effective and that are worthwhile to us as an individual and to the quality of life of the people and those are the things that the national organization should be doing. Public visibility, public affairs, public awareness, those kinds of things. We have had our kind of success with this but it always comes to light in any survey that is taken, that the most important things that the National Association should be doing from membership or any standpoint, are public affairs, legislation, public visibility.

The Land and Water Conservation Fund, we lost it, I don't know why. We have been quite successful with that. I don't know of any other federal programs that resulted in the benefits to local people that that one has. To my knowledge, there has never been any fraud associated with the Land and Water Conservation Fund. I don't think that there are too many federal programs that that can be said about.

Public Affairs agenda has been established by the Board of Trustees that came out of the National Issues and Action Committee. That committee has done some outstanding work in my opinion. There is a whole list of things that we as a national organization should be doing in the area of legislation and public affairs. It had input from a significant number of our membership, there were meetings held of the National Association by the National Issues and Action Committee where the people had the chance to testify about those things that concerned them in the area of legislation and public affairs. How well we succeed depends almost totally on how well we as members of the National Association and members of the park and recreation field disseminate information and lobby for those kinds of things that mean a difference to us.

We all have a great obligation, as individuals and collectively, to look for those things and generate the kind of information, the kind of support that is required to make our National Association effective in this area.

The Life Be In It Program was designed to stimulate Americans, patterned after the Australians, to get out from in front of the TV set, or leading such a passive life and be active again. There is a secondary benefit to that, to us as park and recreation professionals and to our National Association and to our local and state park and recreation socities. It is a way to gain public visibility at basically no cost to us as members of the National Association. The Chairman of the Board of Trustees, Hal Haskell, has been responsible for raising $150,000 of new money that is going into the Life Be In It Program.

The Life Be In It Program has the potential for making some significant inroads into our profession. We are on the verge of a committment by Campbell Soup and some other major corporations to produce a prime time 30-minute TV show to be aired sometime in the fall of 1982. The whole purpose of that TV show is to talk about parks and recreation and its importance in providing a quality of life to the people that are served by it thorugh the local agencies. I think that this kind of thing is important to us. Campbell Soup has already signed an agreement for a major program associated with Life Be In It. It's called Labels for Recreation and it is patterned after their very successful program, Labels for Education. Labels for Education Program has been in existence since 1973. As you might expect, it calls for people to save their Campbell Soup labels and turn them into school systems, school systems can convert those labels for equipment to be used in the school system. Since 1973, over $14 million of equipment has been given to school systems throughout this country through that program, at no cost to the school. That is the pattern by which Labels for Recreation is to work, to be set up so the same thing will be offered by the Labels for Recreation Program where they will save their labels, turn them into their local recreation agencies, and then select from a catalogue containing over 1,000 pieces of different types of parks and recreation equipment, those things that are needed at the local level, that you don't have to buy

Campbell Soup has selected five target areas. The five target areas for this particular program are Atlanta, Sacramento, Dallas, Buffalo and Chicago.

The program is set to be in existence for a sixteen week period, beginning April 19 to September 17, during which time they will see how successful this program will be. If it is successful, they will go from here on out for expansion through the country. It has a potential to do a lot for us at the local level, but also through public visibility for the National Recreation and Park Association.

We have had our differences with Secretary Watt. We haven't tried to get him out of office, that's not the way to accomplish anything, but we have differed with him on the issues. Basically, we are looking at two or three things that highlight our differences with the way Secretary Watt is running the Department of Interior. 1) Parks and recreation under his leadership has a low priority. He has said that on several occasions. It does have a low priority in terms of where he sees parks and recreation on the local level and at the federal level as well. A survey that was done by the NRPA in cooperation with the National Association of State Liaison Officers last year indicated that there was a need over the next five years for 11.5 billion dollars, a portion of which would have come through the Land and Water Conservation Fund to go to local and state agencies for development of park facilities. Secretary Watt doesn't see that as being critical. Of that amount, only 2.5 billion would have come through the Land and Water Conservation Fund, so it's not a major ratio that we are dealing with. Nevertheless, he chose not to support that effort and not believe in those types of figures. 2) Secretary Watt said in Minneapolis, don't expect the Department of Interior and thusly the Land and Water Conservation Fund to be your selling point. We aren't going to help you sell your program at the local level, because we don't think that is the role for the federal program. So we differ with him on that point. There is a need through the federal government to be a strong focal point for parks and recreation, just as there are for several other things. That came about orginally through the old Bureau of Outdoor Recreation, where we had at that point at least an agency that had been established to service that, though it was not the focal point for parks and recreation at the federal level. We still had the National Park Service and the Department of Agriculture through the Forest Service association. It is my understanding that the forest services spends more money on recreation facilities than does the National Park Service. The relationships at the federal level are critical, I think, because it filters down to us. That may change in the future, we just don't know yet what will happen. At least, at the federal level, there is beginning to be a focal point when the HCRS was merged with the National Park Service. If we can increase that focal point and how it relates to the local level then that will be something that we have achieved.

The HCRS did a lot of good for us. The Land and Water Conservation Fund was good for us and I hope that somehow we will be able to take the remains of those programs and pull together something that will be even greater. This is where Secretary Watt challenged us of the NRPA. He said there is a need for us to reassess the role of the federal government in parks and recreation and NRPA should take the leadership in bringing that about. The National Issues and Actions Committee recommended that we accept this challenge that had been thrown to us by Secretary Watt and take the leadership in developing the role of the federal government. The Board of Trustees set up meetings between 40 representatives of national organizations met together under NRPA's leadership to begin to put together a workings for a national assessment of parks and recreation. That meeting was very successful. Some of the organizations that were present at those meetings, in addition to the policy making people of the Department of Interior and some Congressional liaison staff people met with those people and they came up with several ideas. Included were the American Forestry Association, the American Recreation Coalition, the American Society of Landscape Architects, National Association of State Outdoor Recreation Liaison Officers, National League of Cities, the National Committee for Urban Recreation, Wilderness Society, Sierra Club, so it was a broad based group that met to put this whole series of ideas together. As I understand what came out as a result of that meeting, there are approximately 5 or 6 possibilities that have been identified that we will deal with in terms of meeting this assessments need and where it relates.

The question has been raised several times, why do we need to bring these other organizations? Why can't NRPA do it alone? The answer is we cannot, we don't have sufficient manpower to do it. More importantly, we want the final document that comes out of this assessment to be of such quality, that there is nothing mistaken about it, that is the best that we are capable of doing representing a marshalling of forces of those groups and organizations pertaining to parks and recreation. We need their input to make the document better and we need their ability to help us sell it when it is finished. The National Governors Conference has indicated an interest in working with us to develop this document and then helping us sell it when it comes out. If we can tie together the National League of Cities, the National Association of County Officials, the National Governors Conference, Wilderness Society, Sierra Club and some of these others, then we have a much better chance of selling the document when we are finished because everybody has a piece of the pie, and helped put it together under the leadership of your National Recreation and Park Association.

There probably will be several regional forums relating to this national assessment. There are 5 or 6 areas they will deal with. Some of these will be recreation and its effects on the economy, recreation and health issues, physical recreation and land resources issues, intergovernmental policy and program issues, and management and fiscal issues. Those aren't set as final yet, but it will be something dealing in that realm that will utilize regional forums scattered across the country where we can have people like yourselves identify and have input into this reassessment process. NRPA has the role of providing the leadership and getting this process moving off dead center. There are several organizations and foundations who have indicated an interest in helping finance this process.

January 11, the National Association moved into new headquarters. Our lease at our old Arlington address had expired and we were unable to successfully negotiate a new lease. We have moved to Alexandria, Virginia and are only 8 minutes from National Airport. It is only about 10 minutes from Capital Hill so I think our physical location was improved by that move. We came out better financially by the move than if we had stayed in our old headquarters. One of the things that came about because of the move, is why don't we have a building drive and build our own building. I think that is something that we might do. If we are going to do that, we ought to start looking at it now as part of our long range planning process so that we can move forward to that and when this 10-year lease is up, we don't have to start thinking about building a year and a half or so before the lease is up.

The January issue of Parks and Recreation has several articles relating to the Life Be In It Program, and one dealing with accreditation and certification process. I would urge you to read particularly that article on accreditation and certification, because it is far-reaching. I understand that there is some concern about that from many of you in this area. There is concern across the country, whether or not we are moving in the right direction. What that accreditation and certification plan says is that effective November 1, 1986 there is to be a requirement that an individual must have a degree from a curriculum that has been accredited by the National Park and Recreation Association. It also says that beginning in 1983 there is a recertification process that goes along with the certification program. We have to be recertified every two years. That carries with it a mandate for requiring that during a twenty-four month period at least development of at least two Continuing Education Units as part of that recertification program. I urge you to read this article. Somewhere down the road, this means tying this only job announcements, job qualifications of individuals, so it is far-reaching for us all.

1980's NRPA, if it is to be effective, regardless what the area may be, will have to deal with those things that affect us legislatively, better visibility and more involvement from the public affairs standpoint, make sure that our best image is out there, that we are known throughout and can accommodate those kinds of things that relate to us at the local level. And we will have to consider those that relate to professional development, certification, accreditation. Membership services, which relate to magazines, dues, and those kinds of things.

I want to ask you to begin thinking about something related to that. I think it's time that we begin at our state levels to begin thinking in terms of how we can become more effective through out national association and state associations. We have approximately 16,000 members in the National Recreation and Park Association. Of that number, there are 8,000-9,000 professional members, the rest of them, lay or associate or student members. Potentially, through our state organizations, there are somewhere in the neighborhood of 40,000 professional members. Many of our national organizations are set up on a chapter basis, where you join a local chapter and you automatically become a member of the national organization at the same time. That gives a lot more clout than we have at the present time. Even if we just went through out state societies, it would improve our standing considerably, to where we could have somewhere near 45,000 members. We need to do this, improve our clout; we have a lot at stake, as individuals, but more importantly the people we serve have a lot at stake, even more so than we as professionals. After all, that is why we exist in parks and recreation, local level, for no other reason than to be of service to the people of our communities. That's why we are there. That's why the National Recreation and Park Association is there, to be of assistance to help improve the quality of life, to do only those things that a national organization has the ability to do.

Decade of the 80's
10 Years of Challenges for Parks and Recreation

Chairman: Dr. Tucker Hart Adams

In January of this year, the National Bureau of Economic Research announced that the U.S. is currently experiencing another recession. This recession, which began in July of '81, is the second recession in only two years. Many people are wondering about the future of the economy, especially since we have just been through the shortest recovery period of this century.

The first question on the minds of most people concerns the current recession. People want to know how serious it is and how long it will last. The first thing to understand is that this recession was not caused by the same predictable influences which cause the more traditional downturn. The old type of recession was part of the usual business cycle and as such was more predictable.

The traditional recession was simply a result of several evolutionary stages in the economy. In the first stage, the economy is on the upswing. Incomes, production, and demand are high. Unemployment is low. In stage two, consumers see a rosy outlook and go into debt to buy the things they want. Businesses build up their inventory to meet the increased demands for their products. Stage three shows shortages in some skilled labor and certain raw materials. Prices rise as a result and interest rates rise as demands for loans increase.

The recession occurs in stage four. As interest rates are at their highest, money flows out of the financial institutions. Loans are not available to anyone. This means that credit dependent industries like construction will falter. Unemployment rises. Consumers quit buying with credit and start to pay off their debts. Demand for products decrease, factories close, layoffs occur, and the recession escalates. However, stage five brings about a predictable recovery. Inventory/sales ratios shrink, consumer debt declines, and interest rates begin to decline. The economy goes back to stage one to begin another cycle.

What makes the current recession different from the more traditional recession is the fact that no credit crunch occurred this time. Money stayed inside the financial institutions in the form of money market certificates and other related itesm. Since the introduction of the $10,000 money market certificates in 1978, financial institutions have been able to keep money on hand and available for loan to anyone who can afford it. It therefore becomes obvious that other factors were involved in creating the current recession.

There were three influences which contributed to this recession. The first was the drop in 1981 oil prices due to an O.P.E.C. induced oil glut. This slowed down the energy industry and the projects which depended on high oil prices were halted. The second influence was competition with the Japanese in areas of high technology. Price competition left smaller profits and eventually some layoffs. The last influence was a combination of things. High interest rates, depressed auto, agriculture, and housing industries, and tight inventory control have all had an effect on the economy.

When the economy first began to buckle under these problems, layoffs in the auto industries became commonplace. The consumer saw this and became concerned about future economy changes. This, combined with an uncertainty about what projections of huge budget deficits meant, caused a wait and see attitude in consumers. Retail sales dropped sharply. This caused production to drop which pushed unemployment even higher. This is how the present recession started.

All of this economic activity has caused people to begin asking about Reagonomics and what it will do for the economy. President Reagan's supply-side economics program is divided into four seperate points designed to work together in order to bring the economy back from its spiralling trend. It is not designed as a quick cure-all for the immediate problem. It is meant to be a long-term solution to both the run-away inflation and the sluggish growth.

The first point of the program is the tax cut. This tax cut has been carefully designed in order to provide production incentives. It is hoped that this will bring about expanded production, new factories, and more jobs. This creates more goods and services and the incomes with which to buy them. Higher after tax wages will encourage people to find jobs and to work harder, thereby increasing productivity.

Point two is the reduction in government spending. There are two reasons for this reduction. The first is the idea that the public sector is more stable when government is held in check. The second is to attempt to balance the budget. It is felt that if taxes were cut and government spending was not, the deficit would only increase. By cutting taxes and government spending at the same time, a better balance is achieved.

Point three is to let the supply of money grow at a slower rate. By allowing the growth in the money supply to equal the same rate as the things that are bought, inflation would be less of a problem. And the last point is the move to deregulation. The reasoning behind this is that the free market works best if there are no restrictions.

Together, these four points create a whole new type of program than has ever been used before. It will probably be some time before the benefits of this program will be seen. Unfortunately, the budget cuts are already being painfully felt and there is some concern that politicians will not allow the program to run long enough to be given a fair chance. However, this program does have some theoretical merit and only time will tell if the program is to be successful.

The current recession is expected to be short and uneventful. Three factors have helped to moderate this recession. The first is that inventories have not been allowed to accumulate. When changes in demand occurred, corrections in inventories were made quickly. The second factor is that consumers are in a lot better position for spending money than in past recessions. Debt/income ratios are more favorable, tax cuts have given consumers more money, and inflation is being moderated. The last factor is the adjustment to high interest rates. Even though credit dependent industries are still suffering under the high rates, they are not as unprepared as before.

For 1982, the United States will experience another year of sluggish growth. The high interest rates will continue to depress the dependent industries such as agriculture and housing. However, in the southwest, things look better. Much of the southwest economy is based on energy and high technology which seem to be doing better than most other industries. Also, the majority of employment is in the service sector. The service sector is much more resilient to economic downspins than are the heavy manufacturing industries. All in all, the southwest will continue to lead the nation as a whole in both growth and stability. Many opportunities will continue to exist for aggressive, well managed businesses.

Park Irrigation and Design with a European Look!

Chairman: Betsy Bates
Panel: Scotty Griffin

Sprinkler irrigation is the application of water through a network of pipes and nozzles to distribute water evenly over a given area; the key word here is evenly. Turf irrigation systems are underground systems of pipe, valves, and sprinklers to water turf, many times automatically. Sprinklers are used for irrigation all around the world and as water is becoming more scarce these systems will be used even more. This discussion will cover some specific factors on how sprinkler systems are tested, highlight design considerations, and look at some maintenance tips. Then a slide presentation will show different irrigation practices in Europe and the U.S.S.R.

Sprinkler irrigation started in the 1930's with the introduction of the Impact Sprinkler for agriculture. Irrigation with sprinklers is still a young industry but it has grown rapidly and is a much more mature business than even ten years ago. Today over 60 million acres are irrigated - one-third of that is sprinkler irrigated and an ever increasing area of growth is turf irrigation. Sprinkler irrigation is now increasing ten times faster than any other form of irrigation.

In order to irrigate well, sprinklers must cover the turf uniformly. To be effective a sprinkler must put out a pattern of water from its nozzle that blends with the surrounding sprinklers to accomplish the uniform distribution. In order to perform well the sprinklers must be tested and design recommendations made. Each manufacturer tests and evaluates equipment to see what it will do. The testing is done indoors and run at normal speeds to determine a pattern from runoff taken from the collection cups placed in a grid pattern in the area where the test occurred. While the sprinkler operates, the flow rates are monitored and assigned values are placed on the collected water. With additional information of pressure this sets up a pattern profile called a histogram. The histogram or formed pattern can then be theoretically set as to form a coverage pattern based on rectangular or even triangular spacing. If there is no access to a computer an outside can test to calculate coverage is the Christiansen CU formula where: $Cu=100\ (1-\frac{\Sigma N}{MN})$ this is the coefficient of uniformity.

Cu = the coefficient
Σ = the summation of all on the grid
x = the deviation from the mean (the number at each point along the grid is added together and then averaged. From this point figure how far the points are from the average, take this series of numbers, add together and put in place of Σ).
M = the mean
N = the number of observations

From the computer readout many values can be established. For example, the number of passes necessary to adequately water the area, grid spacing, range, observations and the r-factor (the normal deviation on the bell curve). Then this information is printed onto a grid so that the efficiency of the system can be determined. With proper design today's technology is capable of a great system. In actual jobs of crops and farming irrigation information from the computer can help adjust the micro-climatic conditions for the crop to grow. These jobs determine the consumptive use versus the water applied.

Accordingly, the French have their own test facility that tests all of the equipment sold in the country. It is located in Marseilles in the Aix region and has both indoor and outdoor testing facilities. The indoor facility is a single-leg testing for intermediate and large rotaries and uses rectangular cups that connect into automatic sensors that are wired into the computer. Manufacturers pay a fee in order to have the equipment tested and often some politics are involved which affects the final efficient quote of the unit. More and more consultants are available today like Bob Wilkins who can professionally design systems. These consultants can be utilized to oversee installations. Factories are giving good guarantees on their products and making expertise and information more available.

In irrigation spacing, pressure, hydraulics, scheduling, soil type and water quality must be managed in order to create an even coverage. It is important to invest in a system and to compare to other equipment and check for quality installation in the valve box, wire components, controller location and hook-up, swing joints, head-levelling and placement, and vandal-proofing. The causes of a bad system can be many such as: 1) probability of running at low pressure, 2) heads not turning properly, and 3) spacing too far apart. To change this, work with the basic hydraulics, match precipitation rates, and schedule properly.

Maintenance in winter is also extremely important. The system should be run or fired up at least once a week through at least one cycle. If the system is not fired up then it can set up, the valves and heads can also set up and the precipitates can clog the operating parts in the valves. On a hydraulicsystem, shut-down if north of Texas, also insulate controllers using heat tape, and at least shut-down the pumping stations at night.

When purchasing a system request an "as built" plan in order to locate all parts of the system, especially main and lateral lines, and all necessary components. The new systems now must meet minimum standards for the radius of the sprinkler head as accepted by the American Society of Agricultural Engineers. The trend in irrigation systems is in electrical and not hydraulic except in southern areas or large projects where hydraulics are better suited. Many new products have recently appeared onto the market such as the vandal-proof heads and for areas with high traffic impact are the new high pop sprinklers.

The next portion of this discussion review irrigation practices in Russia, France and Holland. In Russia, systems are extremely outdated. Irrigation on turf and landscapes was almost non-existent and if used were fixed sprinklers. However, in the Gulf of Finland on an island, is the summer castle of Peter the Great. These fountains and the system were built around 1500 and are an "engineering genius". There are no automatic valves and all of the system is power pressured from the natural springs.

Irrigation in France is fairly sophisticated. Their solid set big guns can be modulated on pressure surges instead of the automatic valves. Virtually no irrigation exists on landscapes except on sports fields, especially those intended for soccer.

Holland uses most of their irrigation on the crops. They utilize automatic underground systems on the tulip crops and much of the imported American equipment is completely redone to fit the needs of the crop as for frost protection. Again, as in France, the emphasis of any urban irrigation is on the soccer fields.

In summation, in the turf irrigation business there is now the equipment, services, and systems to meet most any need. Consider all the costs and how precious water really is and schedule systems to run to get maximum use.

The Modern Golf Course

Chairman: Dave Bennett

Mother Nature was the first great golf course designer. On courses such as Stonehaven, the Scots found surf and sand, dunes and ditches right where nature left them. Sandy, grassy areas stretching back from the coastline have always been natural sites for golf facilities. Seaside courses in particular have held a special fascination for golfers and architects alike. Looking up to the elevated 10th tee at Turnberry, one can feel the beauty of this golf course, with the fairway sweeping along the coast. At St. Andrews, historians say the layout is completely natural and untouched by man, transformed by evolution into its present state. Bunkers, greens and tees were bulldozed into their present shape by all the elements working together in close harmony. Nature's handiwork can be seen in the quaint, but cunningly deceptive pot bunkers. Generations of golfers helped too. As play continued, the holes became deeper. Eventually, these traps resembled the inside of a pot.

These pot bunkers have been recreated in one form or another in the U.S. At Pine Valley, widely regarded as one of the toughest courses in the world, a pot bunker guards the right entrance to the green at the 145 yard 10th hole.

Noted golf writer Herbert Warren Wind credits Augusta with having the most influence on golf course design in this country to this day. Augusta changed the design style from penal to strategic. The 13th at Augusta is a textbook example of what architects call the strategic hole. Do you gamble for a birdie 4, or lay up short of Raes Creek and have a better chance for a par 5? Accuracy and placement are demanded here far more than long-distance hitting.

By blending the best in design techniques with nature, the architect can offer a different combination of challenge and beauty to the par 4 hole, No. 6 at Grenelefe, for example. Twisting terrain and narrow tree-lined fairways characterize this 402 yard hole. The tee is nestled in pine trees, which also flank the landing area. A kidney-shaped green is protected on the left and front by a pond which comes into play when the tee shot is left of the center line. If you sacrifice distance for accuracy, the drive ends on the upslope of the landing area. A long, straight shot is rewarded with extra roll on the downslope of the dogleg area. Position golf has its place on this hole, from tee to green.

It isn't often that arechitects have the terrain of a Pebble Beach or Cypress Point to work with. Armed with modern machinery and a wide range of expertise in agronomy and horticulture, today's architects can create holes with strong visual appeal . . . facilities that challenge you, but are fair and fun to play at the same time. The first vital step in building a golf course or remodeling an existing facility is developing a MASTER PLAN. The American Society of Golf Course Architects has endorsed the concept of master planning as the wisest, most economical approach to golf course construction. The MASTER PLAN establishes the groundwork for several immediate and long-range benefits. It is the planning tool that insures that the course is built right the first time. The components of the MASTER PLAN are as follows:

. Eliminating Design Mistakes
. Insuring Operating Profitability
. Providing a Totally Integrated Facility
. Incorporating a Sound Expansion Program

Building a golf course is a team effort. The project might include a land planner, developer, and contractor. The superintendent of parks plays a key role in the early planning if the course is a municipal facility. A qualified superintendent should be included in the early planning stages, regardless of whether you're building a public or private facility, so that he can be familiar with maintenance requirements.

Key members of the site inspection planning team should walk through the building site to familiarize themselves with existing conditions. It ordinarily takes about 150 acres to build an 18-hole regulation length course. Various data must be obtained at this time, such as reports on soil conditions, amounts of rainfall in the area, and drainage patterns. Preliminary drawings are then prepared. These drawings show the proposed locations for the clubhouse, entrance drive and parking space. Features such as a swimming pool, bath house and tennis courts may be included. Various routing plans also are prepared, showing proposed locations for tees, fairways and greens. If the project will be part of a real estate development, for example, the preliminary plans will also show the proposed locations of home sites in relation to the golf course.

Cost estimates are to be developed about the time finishing touches are being put on the final MASTER PLAN. Construction of an 18 hole regulation course can range from $740,000 to some $1.6 million. Final costs will be affected by labor, land conditions and weather delays. Sites that require extensive rock and tree removal, and the moving of earth, are naturally going to boost costs. Yearly maintenance expenses can run from $100,000 to $250,000. Maintenance and upkeep will vary depending on whether the course has a limited season or is used year-round.

Today, with rising land values and inflationary prices, golf courses often are built on smaller, more compact tracts of land. It is not uncommon, for example, to find executive length golf courses going up in resort communities. The executive length golf course can be designed on anywhere from 60-100 acres of land, and has also found great favor with real estate developers who include golf with recreational amenities.

The golf course architect is only as good as his client. If he has good land, like Jack Neville had when he designed Pebble Beach, the results can be spectacular. With just a simple figure 8 in routing, Mr. Nevile went out and built a superb golf course along the cliffs of Carmel Bay.

Great golf courses are not the product of one man, however. First, there is the architect. Then the builder, and the golf superintendent, who becomes responsible for maintaining the enduring greatness of a golf course. The Augusta National Golf Club has improved through the years, thanks to the outstanding remodeling programs and the dedicated care of the grounds crew. In recent years, the golf professional has moved into equity positions at many clubs. They too have become integral members of the planning team for the building of new courses and the remodeling of existing courses.

All golf course architects are environmentalists in their own right - preserving and improving upon nature's legacy. Taking natural design concepts that were suggested over 200 years ago in the British Isles, and recreating them the world over for everyone's enjoyment.

Resource Protection Through Planning and Operations

Chairman: Tommy Covalt
Panelists: Tom Creider
Robert Morren
James D. Bell

The panel discussion concerned developing areas in parks to accommodate non-traditional park people, i.e., the handicapped, aged, youth, horsemen, and off-the-road vehicle users. These groups have certain needs and requirements. More of these people are using our parks than ever before.

Horsemen and off-the-road vehicle users require large areas of land to fully enjoy the experience. Through a study by the Oklahoma Trails Association, and information gathered from other sources, it was learned that there is a great need for recreational areas in our state, federal and community parks to serve these specific groups. We have the responsibility of serving their needs while minimizing the environmental damage that may occur. Encroachment into outside areas could be prevented by establishing and posting boundaries.

Since the responsibility for maintaining our parks falls to the park employees and security officers, it would be advisable to involve the unit and line managers in long and short-range planning. Input from these groups would be of great assistance in meeting the specific needs of the above-named groups of park users.

As is to be expected, the youth of our country are great users of parks -- oftentimes using them as "hang-out" areas. This has given rise to problems with vandalism. To remedy this problem will call for a united effort on the part of park officials, the surrounding area communities and the youth themselves. A sharing of ideas as to how the needs of this group of our society are to be met is necessary for a successful solution to this problem.

Another concern of park administrators is the physical damage to park sites by oil and gas companies. In most instances, mineral interests are not owned by the federal government, state, or city, but are retained by the original owner. At the time of purchase of land for a proposed park a master plan should be made relative to drill sites. Inherent in drilling for oil is damage to the physical surface of the land because of the need for access roads, pipelines, tanks, and drilling rigs. Each drill site can be expected to utilize five acres of land. Park personnel have a responsibility to meet with oil company representatives and devise a plan for the consolidation of drilling into one general area rather than a hop-scotch approach throughout the general park site. This would be beneficial to the oil companies, as well as to the park departments, as it would be a more economical approach to the search for oil.

To cite an example, property for a park was purchased in Houston, Texas containing 4700 acres, at a cost of approximately $13 million. Sixty drilling sites could be accommodated in an area of that size.

Through negotiation between the park personnel and the owner of the mineral interests, the drilling sites were consolidated into twelve (rather than sixty) to be placed within a five to seven acre tract. Thus, eliminating much damage to large sections of the 4700 acre park.

Instilling pride in the park employees for the parks which they serve is another effective way of combating neglect by the public. An attractively designed, clean park area will inspire the public to cooperate in maintaining the park. As is well-known, neglect breeds neglect. Prompt correction of all damages is a must.

Geological or ecological surveys should be welcomed. Such studies as these will insure the future of our park resources. As was stated by Will Rogers during the Diamond Jubilee in Oklahoma, "The good Lord is making more people, but is not making more land". An unusual way of saying that land is a finite resource.

There are methods which may be implemented to protect these resources. Reduction of mowing and road building would result in plant growth which, in turn, would provide an effective deterrent to erosion. If abuse does occur, the damaged area should be closed for restoration and renovation. Fragile areas such as these could be turned into wildlife preserves, aiding not only the land but also the preservation of wildlife. Controlled burning and terracing of the land are other methods of erosion control which may be utilized. With cooperation between park developers, oil and gas companies, and, last but not least, the public we can maintain beautiful, well-designed, clean parks for the enjoyment of all.

Much of the public is unaware of our park resources. To combat this lack of knowledge and enable a better and more enjoyable use of our park system, brief and informative programs could be offered to the public.

Many factors enter into the planning of a new park; a knowledge of soil studies, yearly weather analyses, types of wildlife and their habitat, and vegetation in the area. A thorough knowledge of the topography and a good base map are essential for good planning.

Thorough planning beforehand makes possible the serving of diverse groups of users in the best possible manner, thus, enhancing the enjoyment of the public who frequent our parks in ever-increasing numbers.

N.R.P.A. - Issues Exchange

Chairman: Jim Fisher
Panelist: Roger Brown

Jim Fisher

I've known Roger Brown for a number of years, ever since he was a National Recreation and Park Association staff member. Roger used to be Regional Director for N.R.P.A. I followed him into a National Forum chairmanship after he was successful at having the National Council changed and made into the National Forum; so he and I have had a long association with N.R.P.A. We want to keep this session informal and talk about things pertinent to the National Recreation and Park Association.

Roger Brown

I want to take back to the executive committee any concerns or suggestions you may have concerning the National Recreation and Park Association.

Question

I'm with the Texas Recreation and Park Society and we have an immediate concern that we feel needs some sort of attention. As most of you probably know, there is a new registration/certification plan that has just been approved at National and has been forwarded to the states for approval. Our state has a particular concern. It seems that at the last meeting of the Association of Members, an informal poll was taken on that plan and not one single state, as I understand it, registered approval of that particular plan. However, when our people met in Minneapolis with the Board of Trustees, there was a figure quoted that 60% of the membership approved the plan; therefore, the states were asked to approve it. Our state, for one, recently voted not to approve it, the reason being the plan calls for some provisions that we simply cannot abide by. For example, by 1986, no one can be certified who has not graduated from an institution which has been certified by N.R.P.A. Being from Texas A&M University, I can speak with some knowledge about this. I know for certain the administration at Texas A&M will not allow an accrediting team from N.R.P.A. on campus because the N.R.P.A. itself is not accredited as to being an accrediting institution. Universities in the south look to the Southern Association of Universities and Schools for accrediting programs. Therefore, N.R.P.A. has absolutely no authority to accredit our program at Texas A&M. The administration has taken the stand, "You simply cannot come on campus and accredit our program." I suspect that the same is true with all other major southern universities or at least most of them. The Texas Recreation and Park Society is placed in the position of saying, "We can accept N.R.P.A.'s plan for registration/certification and fly in the face of all our state universities and say that by 1986 we won't accredit any of the people graduating from our state institutions." Or on the other hand, we can say "We refuse to accept the N.R.P.A.'s plan for registration/certification, so we can continue to certify and register people graduating from our state institutions." Well, you know how it came out. It was a unanimous vote. We simply cannot accept that sort of a plan from

N.R.P.A. When we presented it at the National, we were told that 60% of our national membership supported the plan, yet according to the poll in the meeting of the Association of Affiliate Presidents, not one single person admitted to our people that they had supported the plan. I'd like to know how that came about.

Brown

I think that's probably going to be true in a lot of state situations. It's my understanding that this plan came out through long-standing membership committee. I don't know if it originated through SPRAY or not but certainly the Educators Branch has been a leader in pushing for an accreditation/certification process throughout the past several years. It has probably taken us longer to reach some kind of point for this particular issue than any other issue developed in a long time. In about two or three weeks, several people are going to help the Council of Post Secondary Education have a check in hand for approximatley $2,000, which is required for them to even discuss it or be considered as far as accreditation is concerned. They are going to COPA to determine whether or not they will accept this. If COPA turns us down at that point, I suspect we will be in a whole new ball game than we are now. There have been quite a few accolades thrown towards N.R.P.A. across the country saying, "This is great. It may be stringent, but it's time we did something toward upgrading our profession."

I have a lot of people working for my department who didn't come through a park and recreation curriculum who are key people in providing services to our citizens. Those people under this plan, hired after 1986, will not be eligible for certification as professional park and recreation personnel with our department. I have some personal problems with that as it exists today. I would guess that if there is a fairly massive turndown by the state societies across the country, there would have to be some sort of re-negotiation. Anything that is passed by the Board of Trustees was negotiated to begin with; therefore, it can be changed. I suspect that might happen with this kind of thing coming up. At least at this point, it was passed by the Board of Trustees.

The Board of Trustees acted on it and it was then sent to each state society for their review. The branches also had a panel for review. I'll certainly pass this information on to the Trustees when they meet for the executive meeting.

Audience

The Texas Recreation and Park Society is anxious to work with N.R.P.A. in order to get this thing going. But frankly, we're caught on the horns of a delimma. We can't respond both to N.R.P.A. and to our constituents, in particular our state institutions, none of which are accredited nor likely to be in the near future under the existing light.

Question

How many departments in your state have mentioned professional categories?

Brown

I would guess maybe two or three at the most.

Question

Do you foresee in the future, professionals specifying a national certification by national organizations as a criterion for employment?

Brown

If it is to mean anything, that has to be the bottom line. If it is not tied to job employment, it's really not completed anything whether it's accredited or not.

Question

Is this going to have relationship to the voluntary program of 1978?

Brown

That was an interim step to get us to where we are now. Everyone that is already certified will be granted "grandfather quality". The only concern is those who graduated after November 1, 1986, as it is currently written.

Question

What is the role of an N.R.P.A. representative today? What can they do for us in Texas? What kind of program does N.R.P.A. have outlined and what can we expect from them?

Brown

What they can't do is the type of thing that Temperall of the Southeastern Region did. That is travel throughout the regions working from the trunk of a car, leaving pamphlets and saying hello to everyone. That role was provided by the old National Recreation Association and people do miss it. Today, there is no longer that constant contact with the Regional Directors as there was then. What I saw when I was with the National Association was a liaison between the membership of the National Association. If you call the National Association and don't receive a response, my advice is to call the Regional Director. That's what they are there for. That is their role, to serve you. You should be able to expect information from Frank Cosgrove, if you call him. He may have to go to the National Office to get it, but at least he will receive it. The person you talk with at the National Office may not know you, but Frank will. The Regional Director should be able to service your request in any way he can, to get the job done, and I see no reason why that can't be accomplished today. It's going to be done by telephone and letter. It simply costs too much to travel around these days. Your Regional Director will be the key between your organization and N.R.P.A. Eventually, the Regional Director will be one of the key people in getting that visibility of the program out so everybody

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knows what the potential is on it as well as getting the words back in of what the flaws are and change it so that it's beneficial to your organization and N.R.P.A.

Question

About the dues structure. Presently, N.R.P.A. is taxing people according to their salaries for the same service all others receive. For the same package of services, some of us pay $130.00 and someone else pays $45.00. Has this been brought up during any other meetings and what are your views concerning this issue?

Brown

Yes, you always hear discussion of dues. I don't know if there is a solution concerning membership dues. The intent of the dues structure is not to re-distribute the wealth of the nation, but is set up based upon those who can or cannot pay. However, I have no sympathy for those complaining people whose department pays the full amount. I personally pay my full amount of dues and I do feel that I can listen to those of you who do pay your own dues.

Audience

That shouldn't make any difference, for if we are really doing our job, we should spend the city's money as if it were our own. Therefore, if it's a bargain for me, it should also be a bargain for my employer.

Brown

I understand and I don't disagree. What I am saying is, I enjoy my profession and that's something I want to give to my profession. However, that's a personal matter.

Audience

It concerns enough people that I feel it needs some attention. It has gotten to the point that some people have considered dropping out of N.R.P.A. because of the dues problem. I feel that N.R.P.A. should become aware of this membership problem.

Brown

Let me say that this is the first time I've had this subject brought to my attention since I've been President. Since adoption of this sliding scale system, membership has increased in the organization.

Audience

There are administrative problems, too. We have a scholarship in this organization and one criterion is that they be an N.R.P.A. member. One of the students sent dues and got back a subscription to the magazine, so you have problems. She tried to join, N.R.P.A. took her money and sent her a bill for the magazine subscription.

Brown

As I said before, you're going to have a mess-up along the way. If anyone knows how to completely eliminate that from time to time, I'd like to see it happen. It's a mammoth organization and those things are going to happen. However, it should be corrected when it does happen.

Question

What is the relationship of the Southwest Parks and Recreation Training Institute to N.R.P.A.? Are we an affiliate?

Brown

At one time, there was only state organization as an N.R.P.A. affiliate. Whether that's true or not with an organization that is not specifically tied to a state, I don't know. I'd have to check on that.

Question

Does every state have a state organization and are they all N.R.P.A. members?

Brown

Yes, every state does have a state organization and all are members.

Question

What reason does the N.R.P.A. have for wanting to monitor the financial books of our state society organizations? Why do they want to audit our records on certification?

Brown

I don't know. However, I will find out for you real soon.

Question

What percent of the Board of Trustees are laypersons?

Brown

Out of 65 board members, 35 are laypersons.

Local Trends in Park and Recreation Departments

Chairman: Pat Taylor
Panelist: Mike Bonn

This workshop focused on the recent Municipal Park and Recreation Survey first used by the city of Wichita Falls, Texas in 1978. At this time, it was their intent to do some comparative shopping with other cities in Texas and the southwest in order to present data to city board members and citizens who were in the process of attempting to negotiate bond referendums concerning recreation and park issues. Specific issues reviewed were budgets, administration, and physical aspects of park and recreation systems. One major drawback found was that other pertinent data could have been included. Thirty-eight systems in Texas, New Mexico and Louisiana were sent survey materials.

Overwhelming response to that survey caused Texas Agricultural Extension Service, Recreation and Park Division, to make a repeat application. Three objectives were to be met:

1. Identify trends occurring in municipal park and recreation systems.
2. Provide information to municipal park and recreation systems as well as interested citizens and legislators.
3. Collect longitudinal data - this is necessary in order to develop comparisons over time.

To meet these objectives, a four-page questionnaire was developed. Using the same variables used in the earlier survey and some additional questions, this was thought to provide information rich in data.

A basic question to be answered in the survey was, Are we working more for fewer dollars? What percent of our monies are indirect funds, non-tax and non-local tax monies? Can you get these monies? Are you getting these monies? And how are you using these monies?

One section of the questionnaire dealt entirely with this question. The answers are soon to be released. It will be a comparison with 1978 and 1981 data and will be published in a TRAPS magazine, national magazine or professional presentation.

The questions format and style were developed using guidelines provided by the text: Dillman, Don A. 1978. "Mail and Telephone Surveys: The Total Design Method", Wiley & Sons.

The questionnaire was kept small to help the respondent's ease of completion. It was also stratified to city population size so as to be representative of the total population size to make comparisons with cities of the same size.

A questionnaire was sent to the same cities as the 1978 survey with the following additions: all SMSA's in Texas as of 1980, 23 municipal recreation and park systems in Texas, New Mexico, Colorado, Louisiana, and Oklahoma. This was a total of 61 systems. All 61 directors were sent cover letters with an explanation of the survey and other pertinent information, along with a self-addressed, pre-paid return envelope. After 3 weeks, all non-respondents were contacted by telephone and urged to complete the questionnaire. After 4 weeks, all non-respondents were again sent a cover letter accompanied by the survey questionnaire, and a pre-paid, self-addressed return envelope. Data analysis began after the seventh week from the original mail-out. A total of 57 questionnaires were returned representing a 93 percent return rate. Of these, 7 were returned after analysis was initiated; therefore, they were not included in the initial results; 50 usable responses were analyzed. This represents 82 percent of the total sample. The computer package Statistical Analysis Systems (SAS) was chosen for data analysis.

Responding cities were classified by the variable "population". As a decision rule, 12 categories were formulated based upon where natural breaks occurred in the response data. It was felt that by increasing the number of categories, more meaningful comparisons could be made by municipal departments because each group's population sizes would then be more homogenous. A disadvantage of the 12 category strategy was that there occurred a sparseness of cell sizes in many respondent categories. The term "cells" is used with reference to the actual numbers of respondents for each of the 12 categories of the two years of data. Results were tabulated for the 12 categories for all variables. Means or averages were then computed for the 1981 data and compared with the data vailable from 1978.

Results

1. A comparison of actual 1978 municipal parks and recreation director's salaries with adjusted 1981 municipal parks and recreation director's salaries indicates that six of the twelve population categories have not kept up with the rate of inflation with respect to the director's salaries.

2. A comparison of actual 1978 municipal park and recreation budgets with adjusted 1981 municipal park and recreation budgets indicates that the budgets of eight of the twelve categories of cities failed to keep up with inflation.

3. Per capita expenses were lower in 1981 than in 1978 for park and recreation departments for populations between 231,000 - 344,000 (El Paso County, Colorado; Albuquerque, New Mexico; Austin, Texas) and for populations between 119,000 - 150,000 (Garland, Texas; Amarillo, Texas).

4. Per capita expenses were highest for 1981 for cities with populations between 73,000 - 84,000 including Fort Collins, Colorado; Boulder, Colorado; and Brownsville, Texas.

5. The largest decreases in average municipal park and recreation budgets (4.9 million) occurred for cities with populations between 231,000 - 344,000 including El Paso County, Colorado; Albuquerque, New Mexico; and Austin, Texas.

6. The largest increases in average municipal park and recreation budgets

(7.3 million) occurred for cities with populations greater than 425,000 including San Antonio, Texas; Dallas, Texas; and Houston, Texas.

7. The largest increases in average total community development funds (1.6 million) occurred for cities with populations greater than 425,000.

8. The largest decreases in average revenue sharing funds (5.5 million) and average total grants (3.3 million) occurred for cities with populations greater than 425,000.

9. The largest increases in average "other sources of funds" occurred for cities with populations between 104,000 - 119,000 (1.5 million) including Irving, Texas; North Jefferson County, Colorado; Pasadena, Texas; and Beaumont, Texas; and cities with populations between 150,000 - 231,000 (2.5 million) including Lubbock, Texas; Shreveport, Louisiana; and Corpus Christi, Texas.

10. The largest increases in average number of full-time employees occurred for cities with populations between 150,000 - 231,000 (45 people) including Lubbock, Texas; Shreveport, Louisiana; and Corpus Christi, Texas.

Techniques of Visual Marketing

Chairman: Michael Williams

People employ a wide array of methods to get their point across, whether in speaking to an audience or simply trying to convince someone of something. I remember attending Naval Gunnery Officers School where the instructor was a needed-to-be-retired Chief Petty Officer. This old salt would hand out to each of us at the beginning of class his official, very "navily" organized hand-out. He would then proceed to read it verbatim for the next eight hours. The experience offered all the excitement of a tax seminar. More recently, I became aware of a major multi-national communications corporation who uses transparencies on overhead projectors for all intra-corporate presentations. An improvement? Except that all visuals are standardized in black and white, using the same over-sized typewriter type. Again, the presenter recites what everyone could easily read for him/herself, were he/she not asleep!

The point is that in this age of media explosion, traditional presentation methods aren't enough. Those who avail themselves of current media techniques are the one likely to be heard, loud and clear! Specifically, I am referring to multi-media, the translation of which implies that anything goes -- visuals both still and moving, music and sound effects. Even stage props, mood lighting and smells are fair game. Since most of us have less theatrical presentation needs, I am going to restrict the discussion to simple slide shows. And more importantly, how to develop a slide show which the audience will regard higher than home movies.

Why Visual Marketing?

We all have to do it sooner or later, that dreaded business of speaking to people. Whether it be a formal speech to a civic club, a stand-up comic's routine, the explanation of design plans to a client, or the Sunday sermon. All presentations have the same goal - to convince people. In nuts and bolts business terms, you are selling the idea. You are marketing. The use of visual images as well as other media, serve to support the spoken argument-- to offer additional evidence that you are in fact telling the truth! Consider the other advantages of using visual media in making presentations, not the least of which is getting all those piercing eyes off of you and on to the screen: 1) the room is darkened, the guy in the eighth row is not distracted by the buxom lady in the seventh; his attention is necessarily focused on the lighted screen. 2) Your discussion has been previously organized, hopefully logically, well beforehand. Hence consistency of your argument is insured. 3) Supportive media such as music contributes to a mood for message reception. 4) Where visuals are essential to the presentation, photographing them enables the guy in the last row to see! I have personally and embarassingly presented 20" x 30" drawings to an audience of 200. The people beyond the second row politely nodded in approval despite the fact that they saw nothing!

Go Cadillac or Volkswagen?

With increasing demands by business, industry and government units to use visual marketing techniques, audio-visual consulting firms have cropped up everywhere. With vastly improved programmers, dissolve units and projectors, these firms can deliver "Walt Disneyesque" multi-screen productions for around $1000 per minute of showtime. To illustrate, the following is excerpted from a recent Wall Street Journal article (February 5, 1982):

> "The live musical prelude, overdubbed with a full orchestra and wraparound stereo is a short takeoff on Beethoven's Fifth, and it builds to a crescendo as images from some 35 Xenon slide projectors, Eidophor television projectors and interlocked 35mm and 16mm projectors bounce off walls, standard screens and 20 giant balloon screens suspended from the ceiling. A cast of 100 singers and dancers gyrates in the aisles and on the auditorium's stage."

This one-shot extravaganza was contrived to mark the kick-off of Coca Cola Company's new ad campaign "Coke is it"! Such major productions are great if (a) you have a few million to spend and (b) if you don't have to move the show around. Unfortunately this is not usually the case. Therefore our scenario will be the lowly one-screen, one-projector setup. Although various combinations of up to four projectors, on up to three screens can be reasonably mobile and inexpensive.

Creating the Slide Show

Depending on your own particular topic and purpose, the individual steps involved will vary. But generally I follow this format:

1. Prepare a statement of goals and objectives. This helps you to identify your target audience. What message are you trying to get across and to whom?

2. Establish the theme or concept of your message. What is the basic argument of the presentation to be?

3. How would the theme develop? This step involves outlining the show much like you would outline any paper.

4. Decide on the visual format. How elaborate can you go, given budgetary constraints or available equipment.

5. From the outline write the script in segments - not paragraphs. Effective script writing is similar to writing poetry. A single well-chosen word or phrase can carry the message together with the visuals and music, more effectively than a lengthy discussion. It is critical here that you use empathy for your typical audience profile. In other words, write for your audience not yourself. If you were preparing a college recruiting show, your choice of words, background music, visuals and the issues addressed should appeal to an 18-year-old who is filled with anxiety about leaving home for the first time!

6. Next, adapt the script to a storyboard, which is a merger of all the media. One effective way to develop a storyboard is to use 3" x 5" cards on a tackboard. Each card represents a slide with accompanying script segments and music notation. The important point here is that you plan the individual visuals before taking the first photograph. It is helpful to sketch the proposed visuals within a 35mm size box on the card. The cards can easily be moved around on the tackboard to establish the order in which the slides will be shown.

7. With the entire show storyboarded, graphics for your title slides, text slides, and general artwork can now be prepared and photographed. In addition, the cards constitute a list of photographs to be taken. In this fashion all visuals have been planned to unfold in a logical and effective sequence as opposed to indiscriminately shooting a subject and later forcing a script to conform.

8. Process all film using only quality processing. The bargain basement photo finishers often fail to replenish chemicals, resulting in incorrect color balance. Place all slides in the same kind of mount. A mixture of paper, plastic and glass mounts will give you focusing fits without an auto-focusing projector.

9. Organize the slides and read through the script while sequencing the visuals. You'll probably want to do some revising on both. Watch your time, for most shows ten to fifteen minutes in length is plenty.

10. For the purposes of this discussion we'll assume that you are planning simply to narrate the show -- reading the script and making slide changes by remote switch. Given the dim light of a podium fixture in an otherwise dark room, I recommend typing the script triple-spaced in oversized type, and marking above where appropriate slide changes are to occur. With the addition of a simple one-signal-output programmer, you have the capability of recording the narration on tape with accompanying background music. By pulsing the tape at slide changes, the show will literally run itself. However, such a setup removes face to face human interaction altogether which could result in a lukewarm reception of your message. Whether or not to program depends on the nature of your presentation, whether it is a single event or is designed for repeated showing, and a host of other variables.

11. When you think you have it, rehearse in the room where the actual presentation will be staged, if this is possible. You'll be amazed how often the architecture of the room is unkind to projection presentation; for example, windows that can't be darkened or pillars between the screen and the projectors and insufficient seating. Prior knowledge of the room arrangement may permit last minute room changes or other modifications.

12. Finally you present. The watch word here is Murphy's Law. Anything can and will malfunction. A voltage drop in the building can cause

a pulse to be missed or misfire on the programmer. In our simple example, you can at least count on the projector bulb blowing, so have a spare.

Continuity of Content

Let's return to our original purpose of creating a dynamic, orderly, easy to follow, convincing if not fascinating visual experience versus something that amounts to little more than slapping a few slides in the tray. We want continuity. A term which implies a smooth, logical transition between slides. This can be achieved using various techniques which I will briefly outline. Imagine these visual changes while the soundtrack is delivering the audio part of the message:

1. Time Lapse - Photograph the same subject from the exact same viewpoint: day to night, or four consecutive shots depicting seasonal changes, or long term change such as urban growth over fifty years.

2. Same Subject - Different Views. There are times when you simply can't avoid lengthy explanation of a subject. So instead of leaving one slide of say, a building on the screen for 20 seconds, show three different aspects of the building over the same voice sequence.

3. Different Subjects - Same View. This is a great trick to develop contrast. Imagine a vertical shot of an ancient cathedral spire followed by a vertical of a modern curtain wall building.

4. Different Subjects - Same Background. You can tie visuals together by having say, the same color sky in successive photographs. This is achieved easily by using color filters on your camera lens.

5. Repeat Common Elements - Include recognizable objects or features from one photograph to the next to suggest movement.

6. Pan In, Pan Out - A zoom lens will facilitate this technique. Simply take repeated shots of the same subject at various focal length settings, again to suggest motion.

7. Simulated Animation - This technique works well with close-ups of people. The first shot depicts two people in serious discussion. Subsequent shots have them changing facial expressions and head positions. If you are using a quick dissolve*, the figures will seem to move throughout the sequence.

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* Dissolve units accomplish a fading in and out of the visual -- much easier on the viewer's eyes. Sophisticated units have variable dissolve rates which can greatly punctuate the mood of the show, from a quick "cut" to a long, slow fade.

8. Progressive Disclosure - This technique is helpful in depicting development or evolution of something. For example, the first visual would show a dilapidated building. Subsequent visuals would be artwork viewed from the same perspective, but representing various stages of improvement. The last one would obviously be the finished restoration.

9. Sequential Disclosure - Similar to the above, but without the element of evolution. An application would be in the presentation of a scale model. Close-up photographs would be taken sequentially to enable the viewer to imagine that he/she were actually walking through the space.

Snapshots or Photographs?

The difference lies in creative use of photographic variables such as composition, exposure and special effects. I offer the following brief and cursory suggestions for improving your photographs.

1. Composition - Generally avoid putting your subject in the dead center of the frame. Look for some interesting asymmetrical balance. Have features in all distance zones: foreground, middleground, and background to create depth. For example, if a ship on a horizon is the primary subject, have a piece of driftwood in the immediate foreground. The viewer then has some feel for the distance between. Look for interesting and ironic juxtapositions. Imagine a well-dressed businessman and a tattered bum sitting together on a park bench. Both men have their legs crossed in the same position, assuming the same pose. Of course, a telephoto lens is most helpful for eavesdropping!

2. Exposure - Light meters are at best an unreliable convenience. Don't trust them explicitly in complicated lighting situations such as full sun and full shade, or bright reflectance off snow. To avoid getting technical, suffice it to say that you should always bracket the exposure if you are the least bit in doubt. It's easier to burn film than to try to recreate the moment. As for exposure angle, use the sun as a spotlight. Probably 95% of your shots will call for side-lighting where you will need to move around the subject to where the sun is roughly 90° to your angle of view. With front lighting the sun is over your shoulder striking the front of your subject (a problem if your subject has eyes!). Beware also of your shadow cast in the picture in front lit situations. Backlighting produces silhouettes if that is desired. Be aware though, of loss of color rendition and lens flare.

   Shutter speeds are a critical ingredient of exposure, but also of effective composition. Use slow shutters to permit apparent movement on the film. For instance, windmills are best when they're working! Thus, a slow shutter will blur the blades.

   Lens aperture plays the major role in controlling depth-of-field. Generally, you will want wide depth-of-field to have as much focus as possible (lens setting toward the high numbers on the barrel). But narrow depth-of-field (small numbers - wide aperture) will permit throwing an unwanted background out-of-focus.

3. Special Effects - Anything's fair here. Special effects can be achieved either on the camera end on in the lab, with the benefit of sophisticated slide duplicating equipment. Presently there is a wide array of special effects filters available for the camera. Color filters were created for black and white film to enhance contrast, yet they can produce exciting results with color slide film. Other effects are self-explanatory: cross-star, soft focus, multi-image, etc. A processor equipped with a Forox,Oxberry or one of several similar manufacturer's products generically known as animated copy stands, can produce exciting effects from your "straight" photographs. Among these is the ability to reduce many individual slides and copy them onto one. The use of high contrast litho film such as Kodak's Kodalith, is superlative for titles/text slides. In addition, Kodalith's masking properties permit burn-ins of titles or labels or even other photographs, onto the host photograph. Other effects such as fades, streaks, spins, posterization, etc. can be achieved from your original photograph or artwork. Needless to say, these results have to be seen, they are not easily described!

What Else?

To conclude: I've merely scratched the surface on what is a technical, exciting and burgeoning field. As for references outside of trade publications, there is not a wealth of how-to literature at this time. I would, however, recommend Images, Images, Images, Second Edition, written for Kodak by Michael F. Kenney and Raymond F. Schmidt, and also Visual Presentation by Ernest Burden.

A final thought: I was sitting in church recently when the pastor delivers what had to be the most boring sermon in the history of organized religion. I confess I was tempted to walk out, but instead I chose to quietly ponder about what he could to to improve his address. What eventually came to mind was, what if he developed his sermon into a multimedia presentation? Blasphemous, sacrilegious, I thought? or just simply good, effective communication?

Variations in County Parks and Recreation Responsibilities

Chairman: Dr. Dan B. Kamp
Panelists: Andrew H. Sansom
Grover Keeton
Mickey Carter
Ty Probasco

Andrew H. Sansom - Park Board Commissioner, Brazoria County, Texas

Let me begin by telling you a little of the history of Brazoria County. It is the oldest area in Texas, as far as the Europeans are concerned. It is the home of Stephen F. Austin and the site of the first capital. Today, Brazoria County is a Houston"bedroom community" on the north and a vast petrochemical plant on the south, near the coast. Our county is one of the wealthiest counties in Texas. We are ranked fifth in the state.

Over 5 million people visit our beach area every year and there have never been any park or recreation facilities or opportunities in the county. Finally, because of public demand, the park system began. We will be one year old in March.

In the 1980's elections there was a large turnover, not only at the national level, but also at the local level in Brazoria County. We had new commissioners and a new group of people at the city level. One of the priorities that emerged during these elections was the desperate need for park and recreation services and facilities. As an example of the need, there are 150 registered historic sites in the county, but only one is open to the public and that is Varner Hogg State Park.

Everything got started when a group of people spontaneously began to petition the Commissioner's Court to provide various kinds of services. Access to the water is one of the major problems along the coast and the people argued that more boat ramps and things of that sort be provided. At the same time a movement began for public restoration of historic buildings. Citizen groups petitioned the Commissioner's Court to provide some leadership for the restoration of the few remaining historic sites within the coastal counties. The storms are a big problem on the coast and there is extensive pnysical evidence of cultural resources remaining.

Essentially, the Commissioner's Court in 1981, appointed an advisory group to examine the alternatives and possibilities for establishing a county park system in Brazoria County. The group looked at the number of different statutes under Texas law under which county parks can be established. They recommended to the court that a referendum be held in the county among all the registered voters in the county to determine whether a park system should be established. It was important the court establish a clear mandate from the people before they undertook the development of a park system. The court was supportive of that approach clearly because they felt it would be better for them to go out and spend money, time and effort if they had the vote of the people. Since the public support was so strong, the court elected to establish a semi-autonomous park board. On a day-to-day basis the board is almost

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completely autonomous. If we keep the county judge and commissioners informed on what's happening, they are supportive in everything we do.

Once the project of developing the first park was started there were some steps we took. First, a philosophy was laid out that we were to be primarily a planning agency. There were some real problems with the congestion of people in one area of beach and the traffic, litter, erosion, safety and crime were all very hard to control. They decided on developing a beach park system up and down the coast area where traffic can be controlled. Hopefully, by controlling traffic the problem of congestion in any one area can be limited.

In a coordinated effort with Texas A&M extension service, we did a needs assessment of the recreational requirements and how the people perceive them to be in Brazoria County. A goal was set to hire a professional executive director for the system. The system will depend highly on the private sector. Some of the funds for the new park came from a $150,000 grant from the United States government, but the total project is $400,000. The balance of that cost will come from the private sector in the form of donations of goods and services.

The system will be largely revenue based. There were 27 boat ramps on the coast in our county and in the survey, the people wanted more access to the water. We are planning to build a boat rental area at each ramp so people can get to the water. The rental service will help raise the needed revenue for further development.

Public involvement is very strong in our decision making. 1982 will be devoted to developing a master plan for all of Brazoria County and then letting the people comment on it.

Grover Keeton - Vice Chairman Park and Open Space Board, Dallas, Texas

In 1977, the Dallas County Commissioner's Court approved a bond program for 2 million dollars for park and open space.

A park and open space planning committee was appointed in 1979 by the county to develop a master plan of guidelines on how to spend the 2 million. The committee recommended a plan and it was approved in 1980. In 1981, as recommended by the plan, the commissioners appointed a 25 member advisory board for parks and open space. Each community is represented with a few at-large members. The board only advises the Commissioner's Court on how to spend the $2 million according to the master plan. The County Parks and Open Space Board meets monthly. There is not a county Parks Department in the more traditional terms. The County's Open Space Plan is to preserve open space and should be supplemental to any city's efforts within Dallas County. The plan is to only provide recreation opportunities that the municipalities provide. The emphasis is to not duplicate efforts of another agency.

The administrative role of the county is not to employ a director or staff or an organized department. The open space is usually leased to the city in which the land is located.

Mickey Carter - Director, El Paso County Parks, Colorado Springs, Colorado

I would like to start with a brief history and biographical report of El Paso County. The county was formed in 1861, fifteen years before Colorado became a state. The county is fifty-five miles wide, east to west and forty-two miles long, north to south. It contains 2,150 square miles which makes it larger than the states of Rhode Island or Delaware. El Paso County is three-dimensional in that it varies in altitude from 5000 feet on the eastern side to 14,110 feet on the western side. The average mean temperature is 48 degrees with 14.5 inches of annual rainfall. Average annual snowfall amounts to 35 inches and the average growing season is 148 days.

El Paso County is the home of Pikes Peak, Seven Falls, Cave of the Winds, Garden of the Gods, Cliff Dwellings and the Air Force Academy, North American Air Defense Command, Fort "Kit" Carson and the Broadmoor.

Major cities within El Paso County include Colorado Springs, Manitou Springs, Palmer Lake, Monument, and Fountain. The 1980 census showed a population of 320,000 for the county. The distribution of the population is unique in that the eastern portion, approximately 34 miles x 42 miles, contains only 2% of the population. Along the central corridor of the county is 588 square miles where approximately 97% of the population resides. This is very typical along the Front Range of the Rocky Mountains. The remaining 394 square miles on the western side contains only 1% of the population. Approximately 14% of the county is in Federal holdings either by the Air Force, the Army or the United States Forest Service. El Paso County is organized into a Board of County Commissioners which is a five man board elected to four year terms and represent specific districts. The County Parks Department has a nine member advisory board which is appointed at-large by the commissioners and the members serve three year terms. The Parks Department was founded in 1972 as a "special district" to serve the entire county and has experienced ten years of growth. The department is funded from a one mill property tax. The original Park District was founded after an election in 1972. In 1976, the election was declared invalid and the district became a county department. After an examination of costs for the traditional role of parks and recreation and duplication of services, the department changed roles of the department to a regional park agency, providing regional parks, trails, and open space. The recreation programs were dissolved; however, the department does have an extensive interpretation program.

In the ten years of existance, the Parks Department budget was grown to 2.4 million dollars annually and the land acreage has increased to 3000 plus acres. The department has given away, sold, or leased in excess of 500 acres in the past year. This was small parcels of land acquired in the early years of the department under the Mandatory Dedication Law requiring developers to donate a percentage of the development to parks or open space. Major facilities in the park system include two major

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regional parks and Spencer Penrose Stadium and Equestrian Center. The Spencer Penrose Stadium is the home of the Pikes Peak or Bust Rodeo, which is one of the top ten rodeos in the United States. We also have the National Little Britches Rodeo Finals, the Lone Feather Indian Councils Chin-Qua-Pin Pow-Wow, several horse shows, car shows and the Oktoberfest. The equestrian center has livery and boarding operations. The Interpretive Division includes the Bear Creek Nature Center and an Outreach interpretive program, which is a fully equipped Nature Center on wheels. In November, 1981, the department purchased seven miles of the abandoned Santa Fe Railroad right-of-way. With the addition of an easement through the Air Force Academy, the trail will eventually become twenty miles of regional trail corridor to serve the northern part of El Paso County.

The future of the parks department looks good with the addition of two more regional parks with satellite nature centers and eventually, forty miles of regional trails. The department is viable with a well-defined role and should continue with growth, maturity and sophistication. The role of County Parks Departments, in general, is to gain more acceptance of the regional concept, avoid duplication of services, and provide facilities supplemental to metropolitan/local government. The foreseeable future should show a significant decrease in staffing and direct recreation programming. Serious consideration should be given to utilization of more volunteer groups to provide their own programming services and scheduling. Parks departments will have to take on the duties of just providing and maintaining the facilities and the user groups being more responsible for their own demands. The growth and wealth of the 1960's is gone. We will also have to implement more of the "pay if you play" operations to supplement department budget demands.

Ty Probasco - Director of Park Planning, Harris County, Texas

There is enabling legislation for Texas County parks and recreation programs. Within those statutes there are provisions for everything to do with parks except language to allow to change direct fees for parks use. There is, however, another statute that would allow to establish a concession contract and change fees. An example of this is the Astrodome in Houston. It is a Harris County owned facility that is leased to an association. The association operates and maintains the facility and gives the county a percentage that is used to pay off the bonds that were used to finance the construction.

Texas tends to be behind county parks operations. For example, Harris County acquired its first park in 1912 and fifty years later in 1962, acquired its second park. Bonding and acquisition was not really started until the late sixties. Since 1962 the park system has grown to 13,000 acres, with about 8000 acres of that total acquired in the past three years. It is a benefit to have a Commissioners Court committed to your program, as is the case in Harris County. The county has a decentralized system, in that once a park is acquired and developed, the park is operated and maintained by the Commissioner of the district in which it is located. The county does not do recreational programming, but uses agreements with public and private entities to provide for those needs.

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The Parks Department works with each Commissioner to acquiring park land. The Planning Department assesses and prepares acquisition packages for potential park land. The actual acquisition process is undertaken by other county departments such as the Highway Department.

The source of funding for the department is from property taxes. The county has become pro-parks because of the positive aspect of using funds for park purposes. Additional funding comes from fees and associations.

Water Chemistry for Swimming Pools

Chairman: Dale Cox

The key word in swimming pool water is balance. The Health Department requires the pool be equipped with a filtration system for clarity. The water should be clear to enable you to see to the bottom of the pool.

In the past what has been good enough for drinking water has been good enough for the swimmer. This has changed. The past years required .6 to 1 part per million for the correct chlorine level. This is standard drinking water from the tap. The Health Department now requires a chlorine level of 1 part per million as a minimum and 5 parts per million as a maximum. Comparatively speaking, 5 parts per million chlorine in the water is a lot of chlorine. The Health Department's main concern is that the water is disinfected. This is the purpose of the chlorine.

It has been determined that the correct pH balance controls everything. The pH can cause the water to go from crystal clear to so cloudy you are not able to see three inches from the surface of the pool in one hour, when it is out of control. The pH factor refers to the acid or alkaline in the water. The scale for measuring the pH level is 0-7 acid; 7 being neutral and 7-14 being alkaline. The chlorine level's effectiveness is directly related to the pH.

The pH factor has problems of its own which are alkalinity or calcium hardness. In the past, tests were not run for the alkalinity or calcium hardness. If the test for chlorine and the pH balance were at the correct level yet the pool was cloudy and people were complaining of their eyes burning and being uncomfortable in the water, we knew something was out of balance. This is caused by the alkalinity and calcium hardness in the pool.

With the chlorine level okay and the pH dropping below 7.4 on the scale, several conditions will result. The first being corrosion in the equipment because this is toward the acid end of what is the ideal water range. If this level gets very low, people will come out of the water with green hair. This is the least of their problems. They will have tissue irritation, eyes watering, and redness and nasal membrane burning. To correct this, the acid is neutralized by base and vice versa.

In normal pool situations when you have you a low pH, you add a base like soda ash, or sodium bicarbonate which will also work. This is the predominate situation when using gas chlorine. Gas chlorine will tend to lower the pH because it is actually adding hydrochloric acid as well as other useful things that it creates to kill bacteria. Hydrochloric acid lowers the pH so you are constantly required to add soda ash.

The Health Department requires testing for alkalinity at least once a week and on their log. Alkalinity is the shock absorber for the pH. If low, pH will not be stable. When referring to alkalinity, we are actually talking about carbonates in the water. We raise the alkalinity by adding sodium bicarbonate. The alkalinity of the solution affects the ease with which the pH factor may be controlled. Without alkalinity, the pH factor is very sensitive to chemical reactions. Even though the chlorine and pH rate may be accurate when treating a pool, if the alkalinity rate is not correct, the pool may be cloudy and have black algae.

When running a pool on liquid or powdered chlorine, the pH tends to be higher. These contain a basic bi-product. This causes the formation of "gundge" over the pool, the pipes, the sides of the pool and cakes over the filter. It also results in skin irritation of the swimmer. The addition of small amounts of diluted hydrochloric acid, resulting in lowering the pH factor, will correct this condition.

The correct amount of calcium hardness is also necessary for the correct water chemistry in a pool. Some is needed to balance with other chemicals, but too much and the water becomes cloudy. Water softener techniques are helpful in controlling this problem. In some instances calgon may be added to the water as a softening agent.

Many things affect the pH balance, such as the wind dropping particles in the pool. The particles contain spores that grow algae. Rain will also affect the balance by adding acid to the water and the sun causing the chlorine to burn up. People can also cause the chlorine balance to drop. They carry numerous chemicals on their bodies which will lower the level. For proper maintenance of a pool, it must be checked several times a day. The anticipation of the changes in the pool are most important, but you must not over react to the situation. By over reacting, the chemistry of the water will be out of control and will require days to restore to normal. As can readily be seen, the balance of the water chemistry in a pool is an easily disturbed balance, and one that is most important.

What's Happening in Municipal Golf

Chairman: David Nivens
Panelists: William E. McLaughlin
Mark McHenry

A new dimension has opened for municipal golf courses in the 1980's. The new theme of municipal golf is to provide the highest quality of play for the dollar. In the past, partial monies for golf courses came indirectly from the government. In the 1980's however, a new business approach is being employed. This business attitude has met with moderate success. Instead of being a facility that operates in the financial red, the municipal courses are now paying their own way and making a profit. The City Council of Fort Worth has set up the municipal golf program as an enterprise fund. In Dallas, program orientation has been the main emphasis of reorganization. And in Kansas City, diversification of facilities and future planning have taken priority for long range goal accomplishments.

In Fort Worth, the municipal golf courses are comprised of Pecan Valley, Rockwood, Meadowbrook, Z. Boaz, and Sycamore Creek having thirty-six, twenty-seven, eighteen, eighteen, and nine holes respectively. Reorganization of the Golf Professional system enabled the city to control fees and salaries in a more efficient manner. The City of Fort Worth contracted with Golf Pros to provide certain services and increase their shared revenues. Under the new system, the golf carts are owned and maintained by the Golf Professional. Fees for rental of the carts are based upon 40% gross profit to the city and 60% gross profit to the Golf Pro. By owning the carts, the Golf Pro is encouraged to keep his golf carts clean and in operable condition. This arrangement frees the city of the ever-present problems associated with cart care and maintenance. Another concession is the beer and food sales on the golf courses. This concession is also managed by the Golf Pro. Twenty percent of the profit goes directly to the city, and the Golf Pro receives 60% of the gross profit. Again, this is an excellent system for the city to make money without most of the headaches associated with combined public and private enterprise. Finally, the golf shop sales are owned and maintained by the Golf Pro. The city receives 12% of the gross and the Golf Pro receives 88%. There has been a turnaround in the municipal golf system in Fort Worth. The courses are proving more profitable than ever before. This new business approach in golf concessions has proven itself well in the face of declining public funds for municipal golf courses.

In Dallas, program reorientation is the main theme. This program orientation is designed to recruit and train the young golfer. This technique is to proliferate the number of golfers and somewhat guarantee future usage of the golf courses. The Dallas municipal golf courses are now pushing towards redesigning their programs toward meeting a more diverse and inclusive segment of the golfing population. The philosophy proposed is to recruit the young golfer and teach him the sport of golf. He has emphasized to his managers and Golf Pros to give that extra "personal touch" to make the golfer feel more a part of the total game. By promoting this new approach along with reduced green fees and professional coaching, it is hoped that this will boost participation in the sport. A new trend in golf course preparation is also trimming dollars from the maintenance budget. By using a concept devised in Scotland, a more natural course is being investigated. With decreasing water supplies, the courses will have to adopt different types of drought resistant grasses. Also by allowing the rough to grow taller, water conservation is promoted and mowing costs are reduced. This "new" approach is becoming more popular as municipal golf courses are faced with skyrocketing maintenance costs.

Mark McHenry from Kansas City has attributed success to diversification of facilities, maintenance, and planning. Kansas City has four notable municipal golf courses:

Swope Memorial established in 1906
Blue River - 1924
Minor Park - 1956
Hodge Park - 1967

Facility diversification has played a key role in increasing profits. Along with the customary pro shop, the courses also offer rental lockers, club rentals and repairs, plus golfing lessons. These greens additionally offer restaurant facilities to better serve the golfer and bring in revenues. Maintenance of the courses is the primary mission in Kansas City. With inclement weather four to six months per year, large amounts of money are spent on upkeep when the course is not bringing in revenue. These difficult conditions are hard on golf courses and maintenance crews. With proper planning and execution of serious maintenance programs, these courses are kept in excellent condition.

The common denominator of these three success stories is that "success breeds success". By assessing and streamlining operations, these managers were able to turn deficits into profits by dynamic and efficient control of all golf course operations. These new approaches are a welcome innovation in periods of dwindling public funds and support.

Community Physical Development
Planning and Management Workshop

Chairman: Robert Wegner

The workshop program described in this summary emphasizes physical development planning as a process which proceeds according to specific steps and principles. There are seven substantive topics which comprise the program in the planning process. The topics range in length from 75 minutes to 3½ hours and require approximately 14 hours of instruction overall. Participants who complete the program are expected to master sixteen learning objectives which are shown by the related seven topic and time block below.

TOPIC	LEARNING OBJECTIVES	TIME BLOCK
A. JUDGING USEFULNESS OF PLANNING DOCUMENTS	1. Differentiate between general and specific planning documents	1¼ hours
	2. Evaluate the usefulness of a planning document	
B. ACHIEVING EFFECTIVE PLANNING	3. Describe the key steps in the planning process	1¼ hours
C. USING STAFF AND CONSULTANT RESOURCES	4. Select the most appropriate planning resources to use in each of five community development situations	2 hours
	5. Understand several key criteria for the selection of professional planning consultants	
	6. Apply consultant selection criteria in a case study involving a small city	
D. LINKING PLANS WITH ACTION	7. Identify obstacles to effective plan implementation	2 hours
	8. Outline an action plan for eliminating obstacles to plan implementation	

E. PROGRAMMING CAPITAL IMPROVEMENTS	9.	List reasons for programming capital improvements	3½ hours
	10.	Explain the relationship of the comprehensive plan to capital improvement programming	
	11.	Set priorities for proposed capital improvement projects	
	12.	Allocate city financial resources to projects in accordance with established priorities	
F. UPDATING PLANNING DOCUMENTS	13.	Describe three approaches to updating planning documents	3/4 hours
	14.	List four requirements for updating planning documents	
G. COPING WITH CHANGE	15.	Distinguish four prevalent attitudes toward planning	1 3/4 hours
	16.	Recognize the impact of a dominant attitude toward planning on the future development of a community	

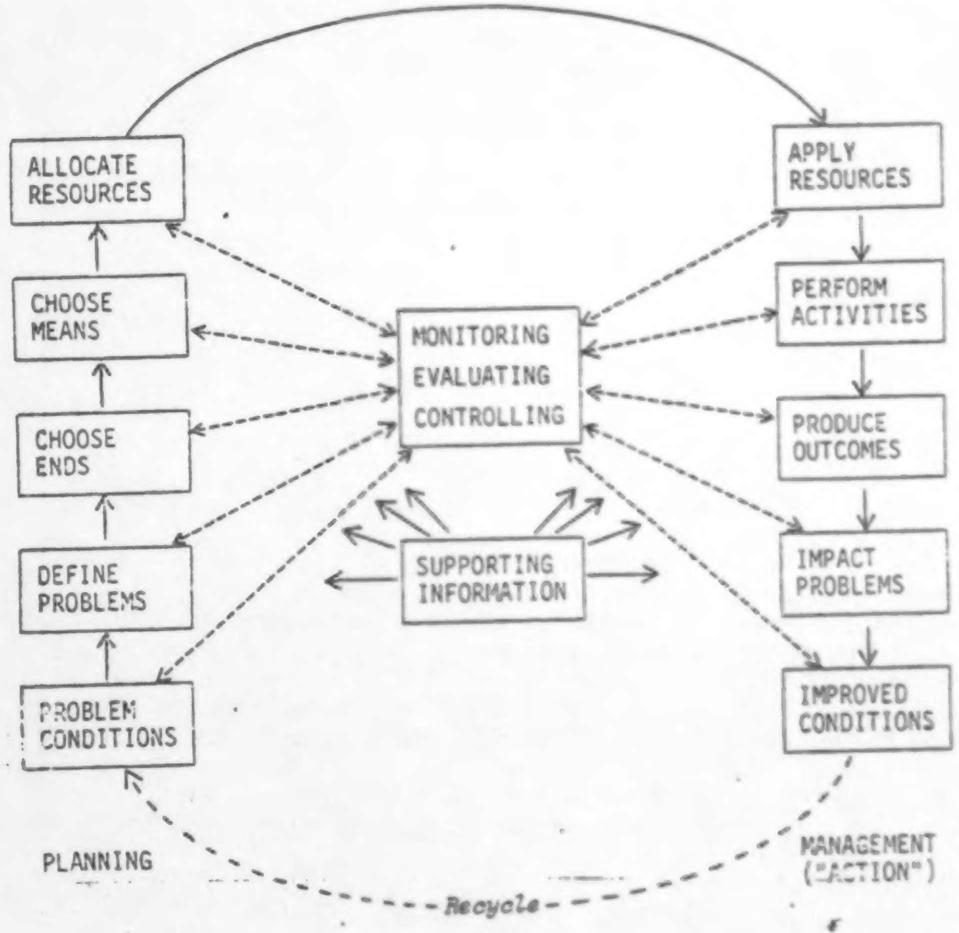
However, due to the limiting time factor of the session, Mr. Wegner focused on only two of the seven topics; 1), achieving effective planning and 2), linking plans with action. These topics were shortened to fit into the allotted 3-hour time period.

The essence of the program was to develop a learning strategy that allows the participants to engage in activities that ensures the comprehension and application of ideas presented by the instructor. This is done through the use of case studies, similation exercises, and a variety of group problem-solving activities. Nominal instructor input is used to provide a substantive basis for group work, drawing on a combination of verbal and visual inputs.

Achieving Effective Planning

The first of the two topics discussed was achieving effective planning. Effective planning is important because in planning there is no isolated problem. It is very likely that one problem will have some kind of impact on something else. A definition for community planning is a continuing process for preparing a set of interrelated decisions for action in the future directed at achieving community goals by preferable means. Once the planning definition has been established, the planning process should be implemented. A flow diagram which illustrates the planning process is presented below.

A FLOW DIAGRAM OF THE PLANNING PROCESS


ALLOCATE RESOURCES
CHOOSE MEANS
CHOOSE ENDS
DEFINE PROBLEMS
PROBLEM CONDITIONS
MONITORING
EVALUATING
CONTROLLING
SUPPORTING INFORMATION
APPLY RESOURCES
PERFORM ACTIVITIES
PRODUCE OUTCOMES
IMPACT PROBLEMS
IMPROVED CONDITIONS
PLANNING
MANAGEMENT ("ACTION")
Recycle

85

The first portion of the planning process is that of community planning. The five steps are:

1. Problem condition--acknowledgement of a problem condition is made apparent.

2. Define problem--this is the generating basis for the problem. It is decided what is needed to be changed about the situation.

3. Choose ends--these are the desired results from the solution.

4. Choose means--this decides what type of resource is used to obtain the desired solution. The resources can be either tangible or intangible ones.

5. Allocate resources--the planner simply suggests sources through which the resources can be allocated.

The management "action" portion consists of the five counterparts to the planning process. These steps are divided into two divisions.

1. Action phase
    a. apply resources
    b. perform activities
    c. produce outcome

2. Evaluation phase
    a. impact problems
    b. improved conditions

Once the planning and management portions of the planning process have been explained to the participants, the instructor involves the participant by asking, "What other processes are similar to the planning process?" For example, there are other similar processes such as "decision making", "policy making", and "problem solving". The planning process actually includes each of these processes, but the difference between community physical development planning and those other processes is that planning involves a series of interrelated problems, "a set of decisions", and the correlation of several related policies. Once the participant can distinguish between the two types of processes, he can better achieve effective planning to solve his development problems.

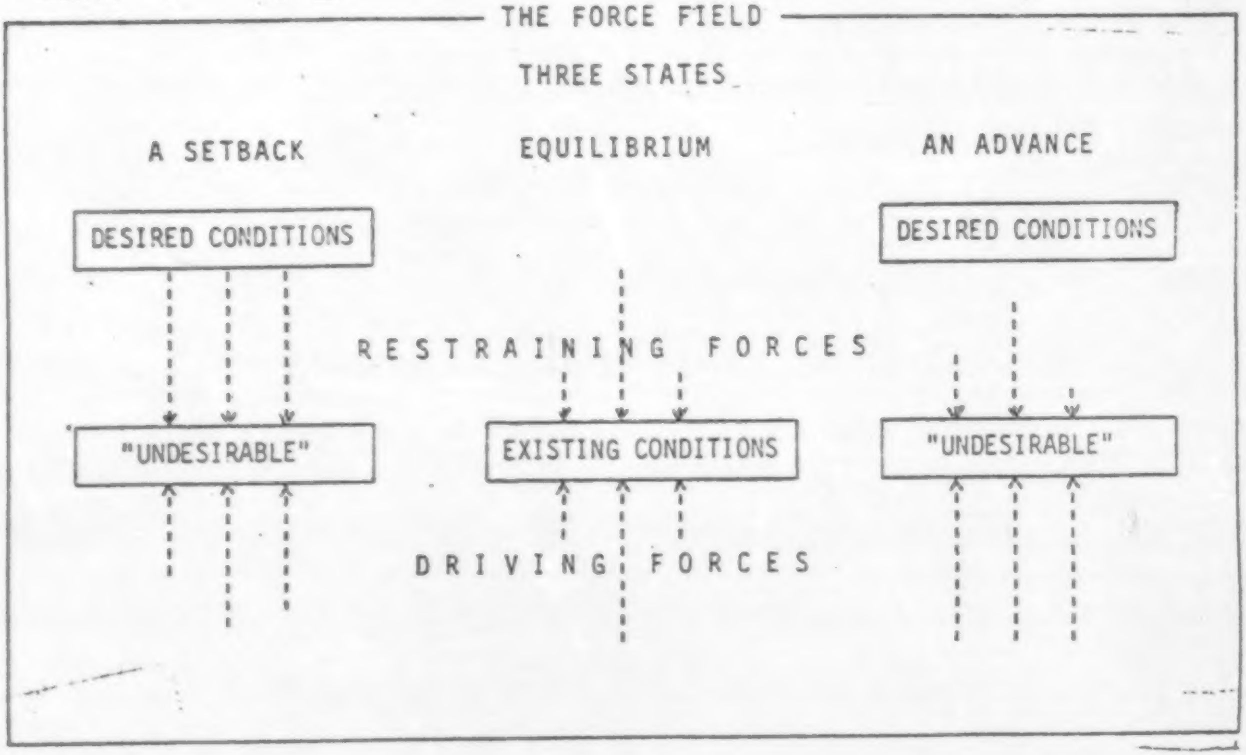
Linking Plans with Action

In this phase of the workshop, discussion centered on plan implementation, "getting the plan used." Linking is the process of identifying, planning, and taking action needed to deal with obstacles that prevent moving from undesirable to desirable conditions.

The participants are asked to participate in the action planning phase of the exercise. The instructor attempted to help the participants to; 1) identify the forces at work--driving forces and restraining forces,

2) identify actions needed to alter the existing balance of forces, and 3) detail how the actions will be carried out (i.e. when will what be done, with what kind of resource and who's going to be responsible for getting the job done.)

In identifying the forces at work, the participant must take into account the force field concept. The force field concept, developed by Kurt Lewin, assumes that all social systems are maintained in a state of equilibrium by a balance of driving and restraining forces. The equilibrium state can be seen below, along with the other two states of the force field concept; 1) the setback and 2) the advanced.


THE FORCE FIELD
THREE STATES
A SETBACK
EQUILIBRIUM
AN ADVANCE
DESIRED CONDITIONS
DESIRED CONDITIONS
RESTRAINING FORCES
"UNDESIRABLE"
EXISTING CONDITIONS
"UNDESIRABLE"
DRIVING FORCES

The force field concept is used to help link plans with action by identifying some typical forces supporting plan acceptance and implementation. One means of doing this is through the "key people" of the plan. The "key people" include: 1) those responsible for plan preparation and implementation, 2) the plan's proponents, and 3) those who must approve the plan or those whose veto could "kill" the plan. Obviously, this means the city's governing body, planning commission, and certain staff members, as well as those "interests groups" in the community likely to be affected by the plan.

Participants were then separated into teams and given an exercise. This exercise gives everyone the opportunity to experience action planning by working on a team to determine the three most important actions needed to gain acceptance for "their" community's park, recreation and open space park.

Upon completion of this exercise, all the teams presented solutions and evaluated the results, along with evaluating the session itself.

Employee Appraisal

Chairman: Marie Scalzo
Panelists: Jim Manning
Warren Leddick
George Eib

Employee appraisal is one of the most effective management tools that you have. Some of the problems faced by operations are: lack of funds, shrinking budget, unskilled workers or not enough workers, job turnover rate, public perception of the department, and educating the public about the department. Personnel are of the greatest importance and the greatest resource. In Oklahoma City, 64% of the money spent was directed toward personnel services in the 1981-82 budget. In the Parks and Recreation budget 72% of the money went toward personnel services, 72% of the money for Grounds Division, and 76% of the money from Recreation/Security division were directed toward the employee services. The personnel resource is very important, in that it uses the biggest portion of the total money allocated.

Although the concepts of employee development and employee motivation are not new, there are factors that have brought these to the forefront of our concerns. First, is the economy of the "shrinking pie", forcing all departments, divisions and work sections to take a closer look at efficiency, within the same resource. As the pie shrinks, public safety, public service and their priorities seem to prevail. Our profession more so than other public services, must fight and justify the designation as never before. Although we can and do argue philosophically with this, it is a political reality we have to live with. Proposition 13 in California sparked the awareness of this, for the past several months, a recurring theme in state, national and regional park and recreation conferences has been "doing more with less". The paradox of this concept in the field of parks and recreation is the increased demand for services, although we have less money, we are forced to try to do more with that. The consequences of this paradox is the need to increase productivity, efficiency of the operations and greater accountability. In response to this, organizations have developed employee programs which have included many things.

In a discussion of employee motivation and development, one key that can be considered is Maslow Hierarchy of Needs Theory. Maslow states that there is a pyramid of needs. At the base of the pyramid are the physical needs, which include food, water and shelter. Then safety needs, social needs, ego needs, and the need for self-actualization at the top of the pyramid. Maslow contends that the needs at the next level tend to come into play as the needs at the lower level are satisfied. The implication of this theory for managers relates to the technological advances that have improved the American society. Where by and large the employee doesn't have to worry about the love needs. For most employees, it is the social and ego needs that are dominant. It is these social and ego needs that are the motivators of the employee.

Several observations of these needs were made by the Managing Municipal Leisure Service. It was once believed that fringe benefits improved an employee's performance and increased morale. These aspects can be outweighed by less tangible factors that appear to be more important in the process of employee satisfaction. Studies show that changes in work environment can improve production, but a careful analysis indicates that the factors which best aid production is the attention given to the employee by management. Workers want to achieve and they want to be successful, they want to be recognized for their achievements. Workers want to participate with management in meeting and overcoming management problems. Motivation is possible if the employees believe there is a potential for growth.

An employee development program which addresses these needs is essential towards motivation, and there are several elements to an employee development program. Training is one of these programs.

Evaluation is defined as the process to "determine or fix the value of, to examine and judge", the process concerns itself of systematically obtaining information in order to make informal judgements which are used to make decisions. A well designed evaluation program allows managers to determine if the objectives of the organization are being achieved, to insure flexibility of the organization, that is essential for the continuous reorientation of priorities to provide the public with a sense of social accountability and responsibility, and to provide an effective stimulus to the growth of the professional and of the other workers. Performance evaluation is important for several reasons, employees need and want feedback on their performance, they want to have their strengths and weaknesses identified, and they want to be recognized for this. Managers need current appraisals of the employee's performance, in order to determine if the program goals are being met, also this method can assess the management's effectiveness as a supervisor.

Yoder and Heneman state in the ASPA Handbook of Personnel and Industrial Relations 15 purposes for the performance evaluation programs:

1. Providing feedback to employees on their performance
2. Identifying employees for promotion or demotion
3. Consideration for salary administration
4. Consideration for merit increases
5. Provide a basis for supervisor-employee communications
6. To help supervisors know their workers better
7. To identify training needs
8. To identify employees for layoff or recall
9. To assist in personnel placement
10. To validate the selection process
11. To improve departmental employee effectiveness
12. To determine special talents within an organization
13. To determine the need for disciplinary action
14. To determine progress at the end of a probationary period
15. To furnish input into other programs

In Oklahoma City, the performance evaluation goal is to improve the overall quality of services offered. Under this goal plan, there are several objectives, which include employee feedback, merit increases, promotions, documentation and disciplinary action, training needs, selection process and improvement in the quality of the supervisor. The most common aspects of an employee evaluation program are the feedback and performance aspect and the merit increase concept. If these are both objectives in your program, there could be a conflict. The conflict is, the rating of the employee's performance against what it should be. The tendency is to be conservative and then point out the strengths and weaknesses of the employee. An unknown factor in this rating system is what others are rating the employee. High ratings require a large amount of documentation.

Employee Appraisal - a Tool for Motivation

Or as it is stated in Kansas City "Employee Performance Rating". No matter how it is stated, it is a tool for motivation. If you look at it another way, it is a means or tool by which a supervisor can communicate with his employee or employees to let them know what they are doing, how they are doing, or you can look at another way, where they need to improve.

Our city has prepared an Employee Performance Rating Manual. I feel our city has done a fine job in preparing this manual which is of great assistance in making our performance ratings.

First of all, I might say that I have never found a rating sheet that covers all the areas that you might want to rate an individual or that is easy to use to rate an individual. I would like to take our service manual and just bring out some of the ideas of why, who and how we rate, most of which is in the manual and some added facts.

First the definition: A service rating is a periodic evaluation of an employee's performance of his or her assigned duties and responsibilities. This rating is made by the employee's immediate supervisor and reviewed by the next higher supervisor. A final review will be made by the division head or department head.

Then we have a policy: The requirements of the position and not comparisons of individual employees constitute the standards of performance or the basis upon which supervisory officials will rate the efficiency of each employee under their jurisdiction. The standard of performance against which observed performance is compared shall be the performance which may be expected after a reasonable period of training of a fully qualified, competent, and acceptable employee.

We have four types of ratings. Not forms, which I will discuss later, but you might say periods of time that a rating is performed.

1. Probationary - This rating is prepared and given to the employee two weeks prior to his or her completing the city's probationary period, both original and promotional appointments. The probationary period for either of these is six months.

2. Annual - This rating is prepared two weeks prior to completion of one year's service on an annual basis. There is a clause in our manual that states an annual rating is not required for employees that are at the top step of their salary range, but we feel each

employee should be rated annually, and this is the procedure we follow.

3. Special - This is given anytime for exceptional or unsatisfactory service. This is used throughout the year to make the employee aware of his or her consistently outstanding or deficient performance. We do not have to fill out the entire rating form, but can rate those dimensions that are pertinent to the performance. This is again communicating with your employees. This special rating in most cases is used more for deficient performance and a tool for building up an employee's records in case you have to dismiss an employee.

4. Final - This is prepared for employees separating from the municipal service for voluntary or involuntary reasons who have not received a rating within the last six months. This would even apply to people retiring.

We have four rating forms for use in rating different classifications:

1. Clerical, Fiscal and Administrative Support Classes

2. Public Safety Classes

3. Management Classes - this applies to management classes above a certain pay range.

4. The final form is used basically for all other classifications except for those already mentioned. This is the form that most of the classifications fall into, such as Maintenance Workers, Equipment Operators, Foremen, Carpenters, Painters, etc.

I am not going to try to cover all aspects of our rating procedures or define procedures. I would, however, like to point out that in rating an individual, and not the process two weeks prior to having to have the rating filled out, a supervisor should maintain a continuing process of employee evaluation by day-to-day observation, thus facilitating the written evaluation shen it comes due. Supervisors should make every effort to have ratings actually reflect the employee's performance. Equal consideration should be given to each employee when making the evaluation, and the rating should not be viewed as something to "get out of the way". The rating should be filled out by the immediate supervisor who assigns and directs the employee's work, checks or inspects his or her work for proper methods and results, is responsible for discipline, and is immediately responsible for the work of the employee. In our system, the next higher supervisor is primarily a reviewing rater.

As I started out my presentation, I pointed out that a rating is another means of communicating to your employee and I feel that is is. Sit down with your employee and if it is possible, both you, the rater, and the rater's supervisor give the employee being rated time to look over his rating and ask questions that he might have. Then take time to go over the rating pointing out to him or her the good points and other areas where he or she needs improvement. In the end, give him or her a chance to ask questions. This communication will be more helpful than just handing him or her the rating and having them sign it. You want to make the rating a meaningful communication tool of supervision. Employee service ratings, made in an informal and conscientious manner, can be valuable to supervisors and employees alike. It should stimulate morale and interest since it formally recognizes efficient service and points out unsatisfactory service.

A SURVEY OF EMPLOYEE ATTITUDES

There are no right or wrong answers. What is important is the way you feel about your work. The survey replies will be held in strictest confidence on an individual basis. The survey is completely anonymous. A general report of the findings will be fed back to the employees.

DO NOT SIGN YOUR NAME

DRAW A CIRCLE AROUND THE NUMBER WHICH DESCRIBES YOUR JOB

1. MSW-Eq Operator
2. Leadman-Small Engine Mech
3. Foreman - Supervisor
4. Secretary
5. Type Pay: Exempt Salaried ___ Non Exempt Salaries ___ Hourly ___
6. Sex: Male ___ Female ___
7. Race: White ___ Black ___ Hispanic ___ Asian ___ Other ___
8. Age: 16-24 ___ 25-30 ___ 31-40 ___ 41-50 ___ Over 50
9. Length of Service: Under 1 year ___ 1-5 yrs. ___ 6-10 yrs ___ Over 10 yrs
10. Education: Less than high school ___ HS Diploma ___ Some College ___ College Degree ___

HOW TO ANSWER: After reading each statement, mark an X in one of the two agree or disagree lines corresponding to each statement that best describes how you feel about the statement. Mark the ? line only if you have no opinion or if the statement does not apply to you, or if the statement is not clear or if you don't know.

	Agree	Disagree	?
11. My work is satisfying to me.	___	___	___
12. There is not enough cooperation between my work group and others we work with.	___	___	___
13. There are opportunities for those who want to get ahead.	___	___	___
14. For the jobs in my area, working conditions are OK.	___	___	___
15. We don't get enough information about how well our work group is doing.	___	___	___
16. I have confidence in the fairness of management.	___	___	___
17. Our retirement plan is O.K.	___	___	___
18. I can be sure of a job as long as I do good work.	___	___	___
19. There are too many rules and procedures to follow.	___	___	___
20. I have as much freedom as I need to do my job well.	___	___	___

		Agree	Disagree	?
21.	I feel free to tell my supervisor what I think.	___	___	___
22.	I am proud to work here.	___	___	___
23.	I am paid fairly for the kind of work I do.	___	___	___
24.	During the past six months I have looked for another job.	___	___	___
25.	Favoritism is a problem in my area	___	___	___
26.	Most employees I know are in jobs that make good use of their abilities.	___	___	___
27.	My job seems to be leading to the kind of future I want.	___	___	___
28.	This is a better place to work than last year.	___	___	___
29.	I understand what is expected of me in my work.	___	___	___
30.	Compared with other organizations, our insurance benefits are good.	___	___	___

CITY OF LONGVIEW
PARKS & LEISURE SERVICES

Historic Preservation and Interpretation

Chairman: William Landahl
Panelists: Tom McGlathery
Duncan Muckelroy

William Landahl

Both Texas and Oklahoma contain many historic sites. Because these sites have been preserved, they are now a valuable means to interpret the past. The following four historic sites were examined in terms of their operations and interpretation.

Duncan Muckelroy

Mission San Jose, a Texas State and National Historic Site, is a unique tri-partal agreement between three cooperating agencies: the Texas Parks and Wildlife Department, the National Park Service, and the Catholic Church. The San Antonio Conservation Society and the County of Bexar have also deeded property for the operation of the Park. The involvement of all these agencies can be explained by examining the history of Mission San Jose.

In 1720, Father Margil de Jesus established Mission San Jose on the east bank of the San Antonio River. This mission was to prevent French encroachment into Spanish territory. The French were already pillaging the six Spanish missions in East Texas. Because of flooding, the Mission was moved to the west bank of the San Antonio River. After moving one more time because of a disease epidemic, the Mission was settled at its present site in 1739.

The purpose of the San Jose Mission was to educate and train the native Coahuiletecan Indians as Christians and citizens of Spain. The Mission was a self-sustaining community that contained a Church, Convento, soldiers quarters, Indian dwelling, a granary, workshops, a farm, and a ranch. The Mission San Jose has been restored such that it exhibits the Coahuiletecan community and the Mission way of life.

To show "The Mission Way of Life", is the interpretive objective of Mission San Jose. This objective is achieved through guided tours, exhibits, some living history programs, and special events. These special events consist of Christmas pageants, saint days, and Catholic church services.

Through its cooperative agreement with the Catholic Church, the Texas Parks and Wildlife Department and the National Park Service administer San Jose Mission State and Hational Historic Site. However, these agencies do not charge church patrons an admission fee upon entrance to the Mission. Of the admission revenues collected, one half goes to the Catholic Archdiocese of San Antonio and the other one half goes to the Texas Parks and Wildlife Department.

As part of another cooperative agreement, the Park is on property of Bexar County and property of the San Antonio Conservation Society. The state has control of this land until a 1941 Memorandum of Agreement should be dissolved. If this agreement should be dissolved, these properties would revert from the Park to their prior respective ownerships.

Currently, San Jose Mission State and National Historic Site is experiencing a rapidly increasing student visitation rate: for example, from 636 in March 1980 to 3,696 in March 1981. The reason for this increase could be that school rates have been decreased from 25 cents per child under 12 years and 50 cents per student 12 years or older, to one dollar per group. Also, pre-visit information packets are being sent out to various community groups.

Tom McGlathery

Some historic sites can go beyond preservation and interpretation. The following three historic sites were all built in the 1800's by different ethnic groups for residence and enterprise. These sites are now in adaptive use programs as well as interpretive use.

Admiral Nimitz Center

When the "Sunset Commission" ended any federal affiliation with the Admiral Nimitz Center, it came under the administration of the Texas Parks and Wildlife Department. The Admiral Nimitz Center contains the Steamboat Hotel, the Nimitz Gallery of Combat Art, the Garden of Peace, the History Walk of the Pacific War, and the Memorial Walk.

Because the Steamboat Hotel was used and abused by so many owners, it is now being reconstructed to its 1800's period. Texas Parks and Wildlife is restoring the hotel through local monies. The Steamboat Hotel is significant in that it was the only hotel from Austin to El Paso; plus, it provided a bath and a brewery. But even more significant than the hotel, are the people it once housed and the historical exhibits it now contains. The hotel/museum is a memorial to Fleet Admiral Chester W. Nimitz and all who served him during World War II. The objective of the center is "to inspire an appreciation of the sacrifices that have been made throughout our history and the cost of the freedom we enjoy".

Jose Antonio Navarro State Historic Site

This State Historic Site was the home of Jose Antonio Navarro. Born in 1795, Jose Antonio Navarro was an eminent statesman and rancher. During his life, Jose served as Mayor of San Antonio, Associate Judge of San Antonio, Congress Representative, a Texas Senator, and a signer of the Texas Declaration of Independence.

The Navarro Home is a prime example of Mexican and French architecture. Its adobe construction has been restored by peeling off the cracking plaster and caliche, and applying new adobe and plaster.

Interpretation of the Navarro home consists of daily guided tours Tuesday through Saturday. These tours include demonstrations of adobe brick construction. Exhibits and publications also interpret the history of Jose Antonio Navarro. The Interpretive Exhibits of this Historic Site show that "the furnishings of his home immediately convey the idea that this honorable compatriot was a member of that small body of men whose unchanging and simple customs consist successively of study and recreation, which are characteristics of a well balanced existence." Jose Antonio Navarro ended this existence January 13, 1871.

Landmark Inn State Historic Site

This French Alsatian Inn is located in Castroville, Texas. The hotel was donated by Mrs. Ruth Lawler to the Texas Parks and Wildlife Department. Mrs. Lawler named the hotel, Landmark Inn, when she opened it during World War II.

The present hotel was first constructed as a home and dry goods store by Caesar Monod. John Vance bought the store and later converted it into the Vance Hotel. Vance also added to it a stone grist mill run by river water power. The river water power was later converted into electrical power by Jordan T. Lawler. This was the first electricity for Castroville.

The Landmark Inn State Historic Site is now being operated as a working hotel. Interpretation occurs through the hotel architecture and furnishings. Guided tours are available upon request.

Meanwhile, Mrs. Lawler, the originator of Landmark Inn will retain life residency at the hotel as another unique cooperative use of a Texas State Historic Site flourishes.

Pest and Fire Ant Control

Chairman: Robert Marlett
Panelists: John Owens
Steven Sprehe

Plant and animal pest management in our parks is now, as it has been, a major concern. It consumes time, effort and shrinking resources. A problem that has become more prevalent in the State Parks of the eastern part of Texas is the continued growth and spread of fire ant colonies. According to a recent mail survey that was conducted in state parks, most of the parks in the fire ant zone had a major problem with fire ant control. It was also stated through this survey that the control problem of the fire ant was the most costly in labor and money. The results of the survey also stated that there was a major control problem with mosquitos, and a little less problem with harvester ants.

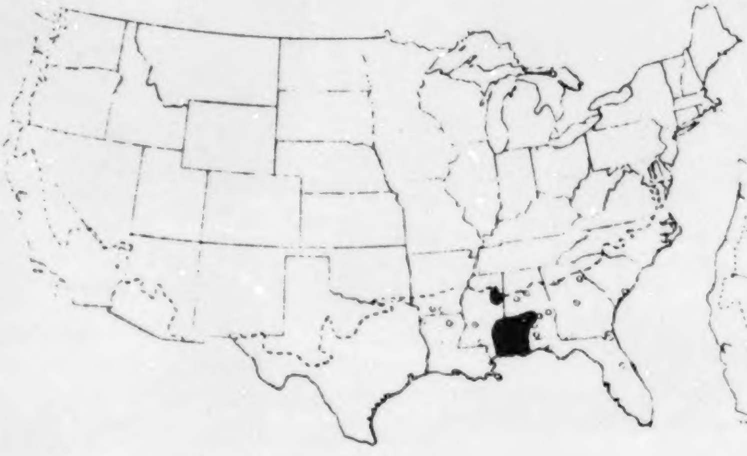
Several park sites have been designated as experimental control sites. These sites include a control area of the fire ant population, a non-treatment area, and an area using an interpretative program about fire ants. The interpretative program is used to educate the visitor about the ant's capability and locations.

It was found that most ants inhabit areas around campsites and trash bins. The survey also showed that the natural fire ant does not cause the problem that the imported fire ant does. The ant mound can range in size from a few inches in diameter to several feet. From this area, the ant will harvest an area of about 50 feet in diameter. Ant mounds may occur an average of only six feet apart.

The mound itself causes a problem with the maintenance activities of the turf areas. Once the mound is hit by the mower, the ants can sometimes be thrown up onto the operator or to anyone who is nearby. Sometimes after a rain storm or wet spell, the ants will push the earth up to a height of about six inches. The mounds of these ants can sometimes look like the mounds that moles or gophers will push up in the soil.

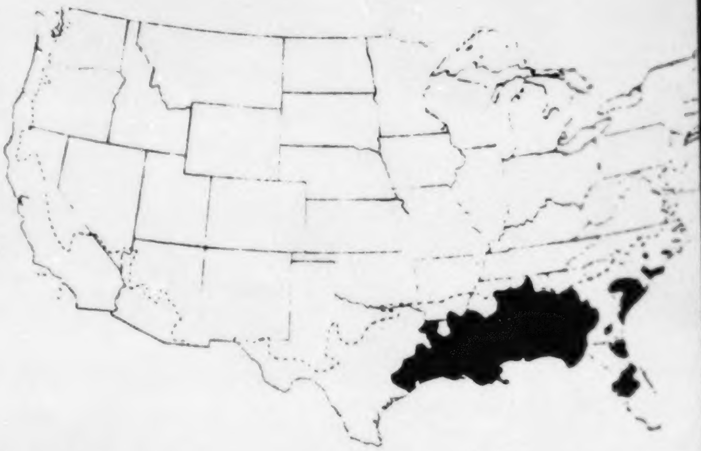
The process the fire ant uses to inflict its sting is a little unusual. The ant uses its mandibles to pinch and raise a portion of the skin while puncturing the skin with the stinger, and injecting the poison. Usually the ant will inflict a number of stings on a victim before it can be dislodged. Through a majority of the parks that are infested with the fire ant, the main victims are young children. Children while moving around the campsite or picnic areas, often fall onto a fire ant mound.

The control of the spread of the fire ant has been a major concern. As shown in the following chart, the fire ant had inhabited a major portion of its possible range by 1976. The dotted line on the maps shows the region that the ant can inhabit according to suggested temperature limits of the ant's physiology. By 1977, the fire ant had inhabited a major portion of nine southern states and had infested about 100 counties in Texas. In the year of 1981, the counties of Erath, Burnett, Llano, and Mason were known to be infested by the fire ant.



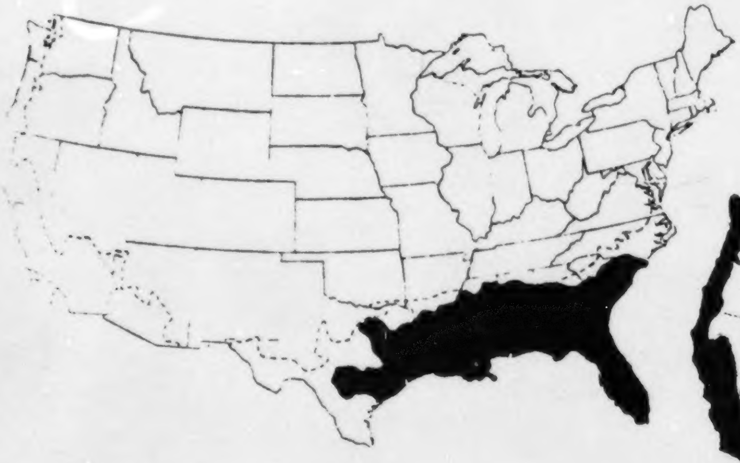
FIRE ANT DISTRIBUTION 1950

▬ INFESTED AREA
○ INCIPIENT INFESTATION
----- BOUNDARY OF 10° MIN. TEMP. AREAS



FIRE ANT DISTRIBUTION 1966

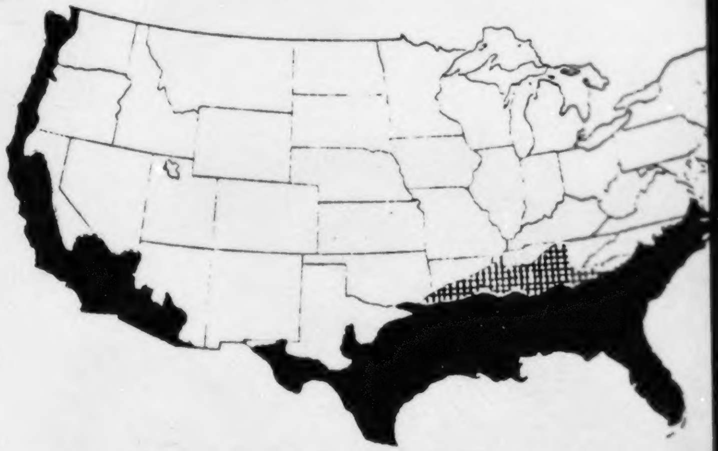
▬ INFESTED AREA
○ INCIPIENT INFESTATION
----- BOUNDARY OF 10° MIN. TEMP. AREAS



FIRE ANT DISTRIBUTION 1976

▬ INFESTED AREA
○ INCIPIENT INFESTATION
----- BOUNDARY OF 10° MIN. TEMP. AREAS

The imported fire ant has rapidly spread across the southern United States. The ant entered the United States in about 1918 in Mobile, Alabama, from Brazil or Argentina. By 1940, the ant had infested five southern states. In 1957, it entered Texas and by 1977 it inhabited a good part of nine southern states and infested 100 Texas counties. Based on what is known about the temperature limits of the ants, they may infest a large part of the United States in the future.



POSSIBLE FUTURE FIRE ANT INFESTATION ARE

▦ SOLENOPSIS RICHTERI ■ SOLENOPSIS INVICT

-----BOUNDARY OF 10° F. MIN. TEMP. AREAS

100

RED IMPORTED FIRE ANT CONTROL FOR PARKS

DR. JOHN M. OWNES, EXTENSION URBAN ENTOMOLOGIST
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17360 COIT RD.
DALLAS, TX 75252
214/231-5362

AREA TREATMENT

1. AMDRO fire ant bait
    - aerial application
    - ground application

INDIVIDUAL MOUNT TREATMENT

1. Insecticides (mound drench or granules)
    - chlorpyrifos (Dursban)
    - diazinon
    - carbaryl (Sevin)
2. MC-96 (96% methly chloroform, 2 oz./mound)
3. AMDRO (3 Tbl. bait/mound)

TICK CONTROL

	OUTDOORS	INDOORS
chlorpyrifos (Dursban)	X	X
carbaryl (Sevin)	X	
diazinon (EC or Knox Out)	X	X
propoxur (Baygon)	X	

	OUTDOORS	INDOORS
malathion	X	
dioxathion (Delnav, Deltic)	X	
bendiocarb (Ficam)	X	X

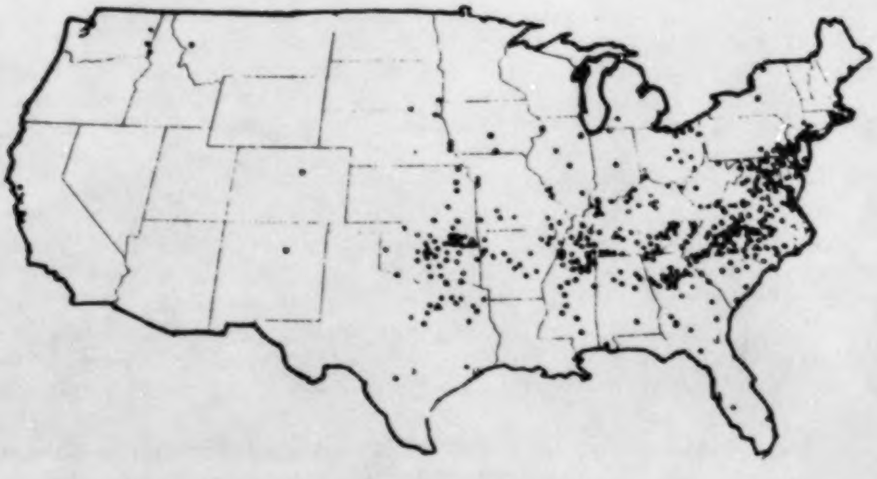


Fig. 16-23 Reported cases of Rocky Mountain spotted fever in the USA during 1976. Triangular and square marks indicate clustered concentrations of cases. (MMWR 1976 annual summary.)

The chemical control of the fire ant has been accomplished in the past with the use of Myrex ant bait. Since this chemical bait is no longer available to the public, alternate chemicals are now being used. One of the more popular chemicals is the Amdro fire ant bait. This bait contains chloridane, and can be applied to either the mound itself, or over a large area that is known to be infested. The bait can be spread by the use of a cyclone spreader or to cover a large area, aerial applications can be made. The chemicals diazinon, malathion, or dursban are also used on the fire ant. The best results have been reached with the use of the dursban and the diazinon. Another chemical that is often used is MC-96. This chemical is a liquid that has a 96% of methyl chloroform. This chemical works very fast and will kill the mound within about two to three minutes. The one drawback of the MC-96 is that it will kill the grass around the mound itself, but the grass can grow back after two or three weeks. It has been found that the best method for treating the fire ant is with the mound treatment method. This method has had the best kill record, but can be very costly concerning the manpower that will be used. The best chemical that can be used is the Amdro fire ant bait. Again, this chemical is best used when the individual mound method is used.

The second most common problem in the state park system is with ticks. The ticks themselves present no problem to man, but are disease vectors for the rocky mountain spotted fever. The ticks that carry this disease most often are the Rhipicephalus (American Dog tick) and the Dermacentor (Brown Dog tick). These ticks are found on mostly small rodents and rabbits. The disease can be noticed by a rash of spots on the ankles and wrists. If treatment does not occur within three to five days, then the victim may die within a week. The rash is accompanied by severe headaches and high fever. At the present time, the mortality rate of this disease is very low.

Tick control can be accomplished with the use of either diazinon, malathion, sevin, baygon, dursban, dioxathion (Deltic), and bendiocarb (Ficam). The treatment is with either a ground application or with an aerial spray. Another preventive measure is to keep the grass trimmed low, so the tick cannot land onto a passing animal or man. Shrubbery should also be sprayed to eliminate the ticks in the shrubs. The best chemicals for the control of ticks are dursban or Deltic. These chemicals have a very long residual, and will last longer in the environment.

The third major pest in the environment is the mosquito. The methods that can be used to treat mosquitos are the elimination of breeding areas, such as ponds, puddles, and low lying areas; control the growth of vegetation around the perimeter of the ponds, and with the use of chemicals. The best chemicals that can be used are Teknar, and Altosid briquets, neither of which will harm fish. Another method of control is with the use of predaceaus fish, such as the Gambusia affinis and guppies. The least effective method of control is the aerial spraying of adult mosquitos.

The last topic for this report is in concern to the damage that insects can inflict to the plants in the landscape. Steps can be taken to reduce the effect that the insect can have on the plant material. One method would be to construct a program that covers a majority of the insects that can harm the plants in the locale and relate this information to the employees of the various departments. The program consists of showing the employee the types of damage that are done and to associate the insect that will commonly inflict that type of damage. Another aspect of this program is to make tables and charts available to employees that show the proper measures and amounts of chemicals to apply, and which chemical for the certain type of insect.

Spraying programs should be set up to be used when the chemicals would be most effective. Seasonal programs can help to reduce a certain insect at its weakest point in the life cycle. Another program would be the blanket spraying of an area to control an area. For instance, if an area or flower bed was infested with an insect, then all the flower beds would be sprayed to reduce the growth of the insect. Another program would be to spray the known infested areas at the proper time. This refers to the insect's life cycle, and to spray when it is most susceptible to that chemical. Another program deals with the aspect of repeat applications. This concept allows the following generations of the insect to be controlled over a period of time. The last type of program involves the use of insects or animals that are known to be predators on the damaging insect.

Again the control of these insects is accomplished with the use of such chemicals as diazinon, malathion, cygon, lindane, and orthene. With insects that do the damage with chewing mouthparts; such as caterpiller or worms, the use of a contact or stomach poison is best. The chemical Dipel, which contains bacillus, can be used on a majority of the caterpillers and worms. The best chemicals for the control of insects with sucking mouthparts are contact poisons such as malathion, cygon, orthene, or Di-syston. The best control for the boring insect is Di-syston, and lindane. For the control of roaches, the chemicals diazinon, malathion, or baygon are best. The best control for the bagworm is the chemical toxephene. The control of the elm leaf beattle, which is a disease vector for the Dutch elm disease and infests trees such as the Siberian and Chinese elm, is to remove the tree from the landscape.

Communications - What's That You Say?

Chairman: Mary Pryjomski
Panelists: Kay Stiner
Maxine Mull

One of the major concerns in the business world is the aspect of communication of supervisors with their employees. There are several types of people that will fill the positions of employee and supervisor. In order to properly communicate with employees, the supervisor must be able to "class" an employee. This means that a supervisor must know the type of employee that he is dealing with, and the proper methods to use with the employee in order to reduce any communication gaps. One method for classing the employee is to discern the strengths and weaknesses of that person.

The polar strengths of an individual are divided into two categories. These strengths are the Thinking Aspect and the Risking Aspect. These categories are broken down further into the Practical Thinking Aspect, Theoretical Thinking Aspect, the Dependent Risking Aspect and the Independent Risking Aspect. The different characteristics of these categories are listed below:

Thinking

stable, reacts from the head, reasons, intellectual, decisions based on rational analysis, learns on cognitive and conceptual level, factual, objective

Practical Thinking

gathers data, realistic, plans, identifies problems, asks: "How?" and "Will it work?"

Theoretical Thinking

poses theory, imaginative, hypothesizes, sees possibilities, idealistic, asks: "Why?" and "Does it make sense?"

Risking

imaginative, dynamic, a doer, active attuned to feelings, reacts from the heart, emotional, decisions based on intuitive gut-level, learns through experience and emotional reactions

Dependent Risking

delegates authority, respects others and their opinions, cooperative, trusts others, confidence in others, team worker, draws strengths out of others

Independent Risking

self reliant, trusts self, self-confident, individualistic, draws strength from within

Almost anyone can be placed into any one of these different categories, and an idea can be derived as to the proper method of handling that particular type of person. Supervisors can put this theory to use in the handling of employees and also the theory can be used by the supervisor during confrontations with his supervisor. A supervisor can help to adapt his methods and activities when working with different people to reach the desired results from that person or from a group of employees.

The theory of the polar strengths has been defined further to establish the different personality types. By utilizing the concept of the personality types, a supervisor can predict how an employee will react to a given idea or situation. Using this information, the supervisor can then pick the proper method for handling a particular employee in order to obtain the desired results. Listed below are the different personality types and some characteristics of each:

I. Practical Thinker, dependent risker - stable, dependable, conservative, cooperative, factual, kind, consistent, quiet, practical, cautious, orderly, reserved, loyal, down-to-earth, good listener, hides feelings, deliberate, organized, likes people, organizer.

Problem: low self-confidence, tends to under-rate self.

II. Practical Thinker, independent risker - realistic, efficient, determined, objective, reserved, independent, holds in feelings, serious, ambitious, practical, firm, strong-willed, analytical, observant, organized, follows convictions.

Problem: overly critical of others, has difficulty trusting others.

III. Theoretical Thinker, dependent risker - conscientious, philosophical, quiet, learned, supportive, idealistic, soft-spoken, scholarly, hides feelings, sensitive, intellectual, articulate, tactful, abstract, introspective, dutiful, peacemaker, shy dependable.

Problem: needs self-confidence, difficulty being assertive in relationships.

IV. Theoretical Thinker, independent risker - inventive, individualistic, independent, imaginative, reserved, philosophical, original, introspective, rebel, self-sufficient, sees possibilities, introvert, likes to work alone, insightful, holds feelings in, radical theoretical, shy, sensitive, subjective, innovator, follows own convictions, theorizes.

Problem: tends to withdraw from relationships.

V. Dependent Risker, practical thinker - outgoing, practical, sympathetic, down-to-earth, easy to talk to, extrovert, sociable, compromiser, sensitive to others, aggressive, diplomatic, generous, trusts others, friendly, expresses feelings, talkative, accepting, service oriented, cooperative, empathic, supportive.

Problem: lets demands of others rule their life.

VI. Dependent Risker, theoretical thinker - warm, accepting, emotionally expressive, idealistic, flair for dramatics, talkative, romantic, uninhibited, optimistic, likes to entertain, imaginative, intuitive, subjective, sociable, empathic, tactful, likes public relations.

Problem: says "yes" when should say "no", lets heart rule reason.

VII. Independent Risker, practical thinker - self-assertive, confident, enterprising, competitive, forceful, wants power, action oriented, out-front leader, doer, resourceful, ambitious, enthusiastic, outspoken, takes initiative, self-reliant, likes debate, practical, dynamic, energetic, follows convictions, confronts others.

Problem: impatient, can be pushing without realizing it.

VIII. Independent Risker, theoretical thinker - dynamic, persuasive, self-assertive, sees potential, explosive personality, competitive, sells a dream, optimistic, imaginative, strong emotional impact, bored with details, promotes ideas, forceful, idealistic, enthusiastic, colorful, subjective, charming, stimulates change, spell-binding, magnetic, independent, confident.

Problem: talks when should be listening, makes decisions too fast.

This type of information can be helpful in cultivating the proper atmosphere when talking to a certain employee. The types can be assigned to the various employees and supervisors, and then the supervisor can decide how he should react during a confrontation or conference with an individual.

One way of interpreting the word communication is the idea of sending the right message, to the right person, at the right time, and having it interpreted in the way the message was meant. There are several ways and methods of sending the proper message to an individual and having that message interpreted properly. The different types are: non-verbal communication -- looks, way of dress; physical communication -- expressions, eye contact, body language; actions and signals.

Actually, the aspect of non-verbal communication covers all the aforementioned types of communication. There is so much that can be determined by the way a person dresses, the way a person walks, the posture of a person, eye contact, manner of speech, body language, handshakes, silence, and a vast variety of other physical and emotional aspects of a person's behavior that communicate the feelings of that person. Different actions, reactions and emotions can be manipulated by the use of various aspects of communication. A touch on the arm or an arm around an individual will make the conservation a much more personal activity. Eye contact can show that a person is ill at ease, hostile, or just doesn't care.

There are several reasons why a communication failure can occur. The reasons are as follows: cultural or language barriers -- this can refer to a nationality difference, a difference in the region that a person was raised, or a number of words were used that were not understood; personality conflicts -- this can be a great barrier to good communication, one person does not like the other, the supervisor feels that a certain employee is a smart-aleck, etc.; the use or lack of knowledge -- if a person tries to use his knowledge in an area, he may alienate the person he is speaking to, the listener is turned off by the apparent lack of preparation; if the message sent to an individual is unclear or not completely sent, a lack of communication can occur; if the message sent to an individual is not received, or is misunderstood; too many signals being sent at one time can cause a foul-up; if an order passes through a chain of command, a communication failure can occur; timing of a message can cause a communication break.

One way to insure that a communication break will not occur is to take notice of the habits of a person. If a person reacts better to a written message than to a verbal message, then a written message should be sent to that person. In the same sense, if a person reacts better to a verbal message, then a verbal message should be sent. With a written message, care should be taken to notice the type of vehicle is used to transmit the message. The proper type of form or memo sheet can insure that the desired results are acquired.

Another way to insure that a break will not occur during a verbal message is to use the technique of feedback. This process involves the person who is receiving the message to repeat the message back. This allows that message was sent like it was meant and taken like it was meant. By the use of this process, a supervisor can insure himself that the directions that he gave pertaining to a certain activity is carried out properly.

One last method that can reduce the number of communication breaks is to reduce the number of times that an assumption is made. A communication failure can occur when a supervisor assumes that an employee is listening to what he is saying. Often times, a supervisor assumes that an employee understands what is being said, this is when problems occur. By not assuming about a certain situation, a supervisor can reduce the number of times that he will have to repeat an order, or to check on an individual.

The last aspect of the communication technique is the proper response to an individual's actions or words. This aspect can be quite important in that it can reduce the instance of alienating a person by not having the proper response to a statement or question. The different types of responses that most people give have been classified into five categories. These categories are: advice, support, probe, paraphrase, and interpretation. Most individuals respond with two or possibly three of these responses to most anything someone may say to them. The paraphrase response is usually the best response that can be given to most any given situation. The following are examples of a role-playing of some of these responses. The first response will be of the advice response:

Kay -- You won't believe what a bad day I had today, everything went wrong. And then when I went home, my neighbor was sitting on my doorstep, accusing me of everything under the sun. He even accused me of going over to his shed and borrowing his fertilizer spreader and then not giving it back.

Mary -- You know what I would tell him, I'd tell him to take his fertilizer spreader and to stick it.

Kay -- Yes, but I've always liked him.

This is an example of one person complaining, just to be complaining and then being put on the defensive. This type of response is one of the worst that can be used, because it allows the listener to use his emotions about that person or situation to sway the speaker to the listener's point of view. The following is an example of the interpretation response:

Kay -- Boy, have I had it with the swimming pools. Some jerk broke into the pumphouse over at the Maxey pool and turned all the water valves off and drained all the water out of the pool. And to make matters even worse, the new paint at the Rogers pool is already cracking, so I may have to close the pool and redo it.

Mary -- Kay, these problems are nothing out of the ordinary. You know what your real problem is? I've heard you talk about your family problem. When you get those straightened out and all these problems will mean nothing to you.

Kay -- Yes, but I'm really getting sick of these problems with pool maintenance.

This form of response can be termed as "meddling" by some people, the reading of problems into a situation where that particular problem has no bearing. This response can alienate the speaker and make him feel that the listener didn't hear a word that was said. The response also tends to shift the emphasis from the speaker to the listener, which then tends to force the speaker into silence while the listener raves on. The following role-play is an example of the support response:

Kay -- Ugh, it's only Monday and I'm already tired. I had the flu Friday and Saturday and then I had company all day Sunday. How am I gonna make it through the week?

Mary - Oh, Kay, don't worry about it. Mondays are always this way; just take it in stride.

Kay -- Yes, I know, but I had the flu all weekend.

This response is more personal and deals with the emotions of the person, but tends to belittle the problems of the speaker. What the listener may be telling the speaker is that "everything is OK" when everything is not OK. This response also tends to shift the feelings and focus from the speaker to the listener. The next type of response is that of probing. The following is an example of the probing response:

Kay -- The first week of this new job has really been tough. You know, I honestly don't know if I can handle this new position. Maybe I should have stayed where I was.

Mary -- Well, when you took the job, didn't you realize the responsibilities of the job.

Kay -- Yes, I thought I did.

This response can be good for getting all the facts, but can lead to an antagonizing to the speaker. The response does tend to place the speaker on the defensive, to protect herself from the barrage of questions that are sure to come. The last type of response is the paraphrase. This response checks to see that the listener understands the message that the speaker sent. The following is an example:

Kay -- Tomorrow is Friday and I can hardly wait, Ron and I will be leaving around noon for Red River on a skiing trip. But you know, I'll be meeting Ron's parents there.

Mary -- Really Kay, the skiing will be fun, but you know, meeting Ron's parents could be tough.

Kay -- It may be, I've really been worried about that. This type of problem can help to clarify the problem and force the speaker to feel-out any feelings about the situation. A positive opinion can be slipped in to relieve any negative feelings the speaker may have about the problem. By using this response with a little empathy, the listener can let the speaker know that she understands the problem and maybe she can help.

Women in the Workplace:
Non-Traditional Roles; Sexual Harrassment (The Law)

Chairman: Marie Scalzo
Panelists: Lewis Fresch Dan Whitworth
Jesús Olivarez Valleri Edelbrock

Marie Scalzo

This session is an attempt to present to you our problems that we are having as a profession with women trying to do work in a man's world. We are not going to:

- address the executive female,
- talk about women in the management level,
- talk about the good old boy syndrome, or
- talk about not having the key to the executive washroom.

We will talk about the female's role in the workplace and the climate in that workplace.

NON-TRADITIONAL ROLES

Dan Whitworth and Valleri Edelbrock

It has only been within the last six years that the Austin Parks and Recreation Department has done a substantial amount of hiring of females into the grounds maintenance areas. And in that time we have had to deal with a variety of problems that had not come before us prior to the increase of females in our work force.

There are a variety of tasks that females are doing now, ranging from working in irrigation crews to equipment operations to grounds maintenance. In fact they fill essentially every type of position in which we have males in our grounds maintenance area.

Most of these females in our maintenance area came into the profession not realizing what they were going to be facing as far as the competition and the mores that they were going to be breaking down, but they have all done an excellent job for us.

Marie Scalzo

We are going to have a role-play and then we are going to ask you to react to it. In our jobs sometimes we do not have enough information, often appearances are misleading, and sometimes words mean things we do not want them to.

* Role-Play *

Characters: Jesús - Crewleader
Lewis - Field Supervisor
Valleri - Horticulturist

Scene: It is 7:00 a.m. at the 12th Street Maintenance Yard in Austin, Texas.

Jesús: Good morning, Lewis.

Lewis: Hello, Jesús. This morning what I wanted you and Kathy to do was to go out to Boggy Creek and do some tree trimming work.

Jesús: Is that the work that you showed me the other day?

Lewis: Right. Those huge limbs that are about to fall off that one pecan tree. We need to go ahead and take care of those and all of the tree line through the greenbelt. Also, you'll have Rhonda along with you so she'll be able to run a chainsaw and help you out. I'd like to get that finished today.

Jesús: Wait a minute. Why do you send these two ladies. Why can't you send Johnny with me? Do you expect me to do all that work? That's heavy work!

Lewis: I know it's going to be heavy but I think if Rhonda can cut those limbs into small pieces then she and Kathy can load them.

Jesús: I don't know, Lewis. I'll do my best but I don't know how long it's going to take.

Lewis: Well, just do what you can do. We'll probably be there longer than we expect to.

Jesús: Okay. I'll try and do my best.

Lewis: Okay.

Exit Jesús. Enter Valleri.

Valleri: How's it going today, Lewis?

Lewis: Pretty good, Valleri. We've got Jesús, Kathy, and Rhonda down on Boggy Creek trimming those pecan trees.

Valleri: Hmmm. You've got my bedding plant people out there hauling trees.

Lewis: Well, we had to get those people that we could go ahead and do it with. The people on the East District are pretty bad off.

Valleri: Well, okay. I know that Rhonda can run that chainsaw. She's done that before. Let's go out there and make sure she's cutting it up small enough. We'll probably have to prioritize the work a little more closely and see what we can put off until those boys come back from their vacations.

What we have here is a situation that should not be unfamiliar to any of us. All three of the personnel were apprehensive about using women in a traditionally male-oriented task. They felt that the introduction of women would weaken the work force, it would take longer to get the job done, and they would need more supervision. This situation is significant because it happens every day and is real.

* Role-Play *

Characters: Valleri - Crewleader
Lewis - Field Supervisor
Dan - Crewmember

Scene: It is 7:00 a.m. at the 12th Street Maintenance Yard in Austin, Texas.

Valleri: Good morning, Lewis.

Lewis: Hello, Valleri. How are you doing today?

Valleri: Guess what. I have wonderful news.

Lewis: Well, let me see if I can guess.

Valleri: You'll never guess. It's been so long.

Lewis: What?

Valleri: I'm just back from the doctor . . .

Lewis: Doctor? What happened?

Valleri: I'm pregnant!!! There's going to be a Valleri Junior in September. I feel wonderful!

Exit Valleri. Enter Dan on crutches.

Dan: Oh, damn!

Lewis: My gosh. What happened to you?

Dan: I had to go over to my mother-in-law's house and I was working on that porch. I got up on that ladder and I was just about to paint that last eave when I fell off. It looks like it's going to be at least six weeks on these crutches.

Lewis: Six weeks!!! (puts his head in his hands)

Public Service Worker

General Description and Responsibilities

Under immediate supervision, performs manual laboring tasks involving construction, maintenance, and repair activities which may involve the use of the less complex power equipment and related work as required. Has limited responsibility for material assets and for the safety of others.

Supervisory Responsibilities

May train Public Service Helpers in the use of tools, equipment or techniques.

General Examples of Work Performed

Performs/assists with installing, replacing, repairing, maintaining, painting of electric, water, and traffic meters, traffic control signs, underground ducts, fire hydrants, commercial and domestic service lines, mains, valves, pumps, sprinkler systems, athletic and playground equipment, shelters and buildings, furniture.
Excavates for manholes, vaults, ditches, storm drains, foundations, and conduits.
Builds and shores a variety of concrete pours, ties, walks and blocks.
Builds stone walls and other stone work.
Operates pneumatic tools, chippers, trenchers, backhoes, tampers, rock saws, front-end loaders, tractors.
Drives a light truck.
Loads and unloads materials.
May perform grounds maaintenance duties such as weed and brush raking, tree and shrub trimming, lawn watering, rubbish pick up.
May perform some janitorial duties.

General Qualification Requirements

Experience and Training:

One year of experience in construction, maintenance and/or repair work.

Education:

No specific requirement.

Knowledges:

Working knowledge of the less complex construction power tools, of applicable construction, maintenance, or repair techniques and methods such as sprinkler or traffic sign repair.

Skills:

Skill to operate powered non-precision tools/instruments such as jack hammers or tractor mowers.

Abilities

To frequently lift object weighing up to 50 pounds and occasionally lift objects weighing up to 100 pounds or more.

To maintain effective working relationships.

To apply the reading and writing competency necessary to the level of tasks performed.

To perform equipment operation requiring hand/arm dexterity.

Special Requirements

May be required to have or obtain a Commercial Operator's license.

With this information and the given job description, break off into groups and discuss the following questions:

1. Share your city's/organization's policy on pregnancy and off-the-job accident or condition.
2. Resolve length of time for light duty assignments and return to full duty.
3. What is your city's/organization's liability?
4. Is the rest of the work unit involved with in the injured/pregnant employee? What is the effect on the work unit?
5. Do you terminate?

The concern of management in this area should be to have a policy statement dealing with an off-the-job injury or condition. The law, under Title VII, uses two words--"reasonable accommodation". Reasonable accommodation may vary from judge to judge. but the way you prevent a lawsuit, and the way you treat these kinds of sensitive areas, is to have a policy and to apply that policy consistently. If you are going to allow a man with a broken ankle to work for six weeks in a job situation that he is not hired to do, then you had better allow that lady to work for six weeks in an area that she was not hired to do.

In Austin's horticulture division, as soon as a woman learns that she is pregnant, then she is expected to provide her supervisor with verification from a doctor of that pregnancy. She is then immediately given their health statement concerning how they can protect people from pesticides and she cannot return to work in that division until a doctor has said that she may.

If anything happens to that baby -- for example, if the mother is exposed to pesticides -- your liability is unclear at this time. The law has not been challenged on this type of situation and very few municipalities have had this problem. But with more women entering these types of positions, we need to be extremely careful.

What the law says concerning termination is that you must treat both of them the same. What you do for one, you must do for the other. If you do terminate, it can get you in trouble in the courts -- especially with the courts in the frame of mind that they are in now which is "big bucks".

If you cover yourself with a policy and you conscientiously try to be sensitive to your employees, then you can work those situations out. There is trouble when you make accommodations for a good employee and you do not make accommodations for a bad one. You need to have a policy and be consistent because what the courts are looking for are patterns.

SEXUAL HARRASSMENT

An abbreviated definition of sexual harrassment is as follows: "Sexual harrassment is deliberate or repeated unsolicited verbal comments, gestures, or physical contact of a sexual nature which are unwelcome." The key word in this definition is "unwelcome". If you touch me and I do not like it, then that is sexual harrassment. If the boss puts his arm around the women in the office, one may like it while another may not.

The Ugly Duckling Theory occurs when the boss is dating a member of the staff. Another woman at the office may want to date the boss also but he has no time left to date this woman. A second example of this theory is when the other woman feels that the raise received by the woman dating the boss was not based solely on her work performance. This is a legitimate complaint that has been taken to court under Title VII. The best way to avoid this type of complaint is for the boss not to date a member of the staff.

Our concern is to figure out what is the "reasonable accommodation" that a governmental body should take on this issue. What the court has said is that in order for a company to protect themselves, there is a pattern that they must adhere to. One of them is that they need to hold training sessions. They need to train supervisor and employee alike about the topic of sexual harrassment. They need to have a written policy. Ignorance of sexual harrassment going on in the work place does not cover you. If it is going on and you do not put a stop to it, you are liable and you have made the whole organization liable.

Certain types of sexual harrassment are very blatant -- propositioning, lewd remarks, touching, pinching. These are very open and we all understand them. Certain words however are a bit more subtle -- lewd remarks, jokes. There is often a member of the staff who is considered to be Polly Puritan because she does not like some of the jokes told around the office. There is probably not a work place in the world that is not involved in some type of chicanery but it would be helpful if you tried to control that type of activity in the office.

In order to defend yourself against charges of sexual harrassment, build your files so that you have sufficient documentation. The City of Austin requires every supervisor to go through sexual harrassment training and is going to later require every employee to go through this training. If you can prove that you have done this and can show that you have taken a stand on this issue, then it is difficult for the courts to find you liable.

Low Maintenance Waste Treatment Systems for Parks

Chairman: Hugh McKnight
Panelists: Bill Wall
Larry Shaw
Tom McLathery

In 1939 Swedish bio-chemists and engineers developed a process known as Clivus Multrum, a low maintenance waste treatment. The need for a treatment process requiring little or no water led to this development. In 1971 a world-wide patent was issued to the United Nations.

The name, Clivus Multrum, was derived from the Swedish and Latin language meaning incline composting room, or decomposition of organic matter.

This process requires the combining of peat moss and warm water in a container through which oxygen is then pumped. As human waste is added, the aerobic bacteria will decompose the waste at an accelerated rate.

The tank units are made of fiberglass, gell coating and urethane foam. Maintenance of the units requires the feeding of a bulky substance, e.g., grasses, sawdust, leaves or any organic matter, into the waste. The warmer the atmosphere in the tank, the more efficient the process. Windows may be placed in the units utilizing the sun for heating. It is possible, but not necessary to place fans in these units to force the air through, however, adequate ventilation is sufficient. As the air flows through the compost, the aerobic bacteria multiply by the billions.

The vents and turbines in some instances are painted black, causing the air to warm and rise through the vents. Anywhere from ninety to ninety-five percent of the gasses, water vapor and carbon dioxide exit through this means.

One outstanding advantage to this method is the absence of an odor, doing away with the offensiveness of most park toilets. The back of the multrum is not covered to enable air to circulate and also to facilitate the cleansing process. Cleansing is done with soap and water. Toxic cleansers may not be used, as this results in the bacteria moving away from the chutes to the far corners of the unit. After the cleansing process is completed some liquid fertilizer, high in nitrogen and salt, will remain. In most instances, the remaining water will meet state qualifications for use in swimming pools.

Not only are these units economical to operate but the construction requires only a period of one week, or less. The units normally can be financed from the savings resulting from low maintenance costs.

The Parks and Recreation Department became involved with these units in 1977 and 1978. The units are cleaner and more economical to operate than the conventional toilet now utilized. They will accommodate 20,000 to 40,000 uses a year, based on temperature and humidity. After the first year there will be some liquid and product but it will be four to five years before any of the compost will be removed.

These units may also be adapted to accommodate the handicapped. This is accomplished by raising the toilet by approximately four inches.

Exxon Corporation has become involved with the programming of computers with data regarding weather and meteorology from each state. When a party becomes interested in purchasing a multrum, the information is fed into the computer. It is then possible to give information to the officials of the Park Department concerning the appropriate place to erect the unit, what equipment is required for the the enhancement of efficiency of the unit, etcetera. There are a number of Highway Departments now interested in the multrum units.

Formaldehyde buckets, commonly used in recreational vehicles, are damaging to these units. To prevent the pumping of these tanks into the multrum units, the toilets are placed at a distance of 20 to 30 feet from the curb. The hoses from the recreational vehicles are not long enough to reach the units -- a simple solution to what could be a real problem.

The period of time in which units are not utilized will not affect the working of the aerobic bacteria. Though the compost may freeze in severe weather, this will not kill the bacteria. As the compost thaws, the bacteria once again become active.

Another concern of the Park Departments was the hazard of fires, caused by people placing burning rags and other material down the chutes. A fire extinguisher has been developed which operates on the same principle as a bomb. The extinguisher puts out the fire effectively, yet the chemical does not harm the bacteria.

One of the most costly problems involving the maintenance of sanitation units in public areas is that of vandalism. Here, again, these units are advantageous for public use. There is no threat of plumbing stoppage as in the conventional commode; in some instances plantings of pyracantha hedges have been used to reduce access to the units, yet allows a free flow of air for combustion; and the use of conventional fencing in combination with the planting of hedges has aided in reducing vandalism.

The development of the process for the treatment of human waste has been invaluable in maintaining our park sanitation standards.

Maintenance - The Continuous Adjustment

Chairman: Robert Epperson
Panelists: Jerry D. John
Russell Studebaker

Jerry D. John

Today we are going to discuss with you some of the things we have done and tried in the area of maintenance with varying degrees of success. Basically the Kansas City Parks and Recreation Department is charged with the responsibility of maintaining the boulevards in the city and all parkways and park roads. The boulevard system was established in 1890 by George Kestler with the purpose of connecting the major parks in the park and recreation syste. Since the 1890's, Kansas City has grown significantly; we now have approximately 130 miles of boulevards and parkways. Some of these are major traffic arteries in the city. Consequently, it becomes very important that they look their best because visitors to the city will eventually be on one of the boulevards.

Responsibilities as far as the maintenance is concerned includes the design of the system and expansion. These must continue to meet the criteria that was originally established. Maintenance of the boulevard system can be categorized into the street surface, the walks and curbs, the grounds maintenance, shrub and tree care, snow removal on all park roads and ornamental fountains and monuments.

Some of the problems we face are common in maintaining all rights-of-ways; some problems are the same we all face in maintaining any park property. We have a magically shrinking work force; over the last 20 years our work force has been cut by 50%. More critically in the last two years we have lost over 35 positions. As we are expanding physically, we are also losing personnel and man hours at a phenomenal rate. There is of course, the continuing problem of shrinking budgets and inflating dollars. We also battle the "balancing act" between the use of personnel on parkway maintenance versus parks, versus other recreational programs in need of support.

To handle these problems and pull off this "balancing act" we've done a number of things, some recently, some over a period of years and some that are just getting started. We first considered some of the equipment being used and changed from mowing everything with nothing larger than a 62" riding mower to a 100" mower pulled by a tractor. For the smaller areas an 88" riding mower is used and when all else fails we still use the 21" push mower. All of our equipment is now diesel powered because we get such better mileage. We also mounted 50 gallon fuel tanks on our trucks to reduce the number of trips back to the shop.

We have started working more with chemicals in controlling algae in our fountains. This has cut down on the amount of time and money spent draining and refilling so frequently. Chemical trimming and edging along walks, around posts and along fences has helped cut the quantity of hand work.

Instead of having a large permanent work force, we rely heavily on seasonal employees. We save on salaries and benefits during the off-season. We also utilize inmate labor from the city and county jails. The inmates are employed in clearing snow in the winter and clearing undergrowth and other types of hand work in the spring and summer. Volunteers are another resource that can be used to help with litter pick-up, painting projects and installation assistance with playground equipment. Although volunteers can be such a "mixed bag" of people and you may be a little wary about them, there can be some real long term benefits.

During our winters we have continuous dealings with snow. Our trucks are mount with salt spreaders that can also double as water tanks in the summer. This way we get year-round performance out of our trucks. We now have rubber blades on our snow plows because they prevent wear and tear and they act as a squeegee on the road.

In the area of utilities, we have gone to time clocks on our lights and fountains. Our employees are pushed to be more conscious of idling trucks and machines. Remember that savings do not come in one lump package, but in several small packages. Those times when 5% or 7% are saved can start to add up fast.

Robert Epperson

I am going to deal more with having to adjust to the expanding work load. In 1973 Mesquite, Texas had 28 park sites totaling 596 acres and we had 27 full-time and 12 part-time employees. In 1982, we have 48 park sites and they total 1258 acres and we still have 27 full-time and 12 part-time personnel. We have had to do some scrambling not only to keep up, but just to survive. Our parks system is made up of two types of parks.

We are involved in the school/park concept where everytime a new school is built, we purchase adjoining land and share the facilities. The second type is the linear park found along floodplains through a greenbelt drainage policy which allows developers to donate land in the floodplain. In addition to the parks, the division is also responsible for the vegetation control along street medians, rights-of-way and drainage channels. Many times in our efforts to try to keep the parks maintained properly, it has been at the expense of some of these other areas.

The adjustments we have made are first to set our priorities and what it is that we want to accomplish. We must decide what will be taken care of first. Hazardous situations are top priority in our department. Then we take care of our high attendance areas like baseball fields and soccer complex. Next in line is our intensely planted or newly planted areas that require constant attention until they are established.

Our second set of priorities are our school/park areas and high exposure medians and rights-of-way followed by greenbelts and drainage channels.

The second adjustment we made was to develop maintenance agreements with schools and athletic clubs to help with the maintenance of the areas that they use.

We have reduced our litter pick-up on non-major medians and rights-of-way until we have summer help or until we get a special request. If we do get a request from a neighborhood we try to talk with them and solicit their help in keeping the area clean.

The increased use of herbicides has reduced our hours spent on hand work. I do not there has been any product to impact the herbicide market like Roundup. Since we started with herbicides we do not do any trim mowing on any of our medians or rights-of-way.

In personnel procedures we have upgraded a few key positions to avoid having to retrain someone. We also put greater emphasis on training. We have cross-trained our field personnel so they can do a number of things and upgraded the training of our field supervisors because that is the person that can really turn it around for you if you want maximum efficiency. With the constant cutting of budgets, all of us, I'm sure, suffer in the area of purchasing new equipment. So you must learn to expand the capabilities of the equipment you have. When you do get the opportunity to purchase, look into the versatility of the piece of equipment. Since most of us are involved with both maintenance and design of our facilities, we should always strive for design criteria that is not going to be labor intensive. We try to keep in mind the sizes of our equipment so we can maintain the area well with the mowers we have. We have also gone into the computerized cost tracking of our labor.

I feel we are getting too close to the edge and next year it is going to be even tougher, but I have felt this way before and somehow, we always pull through.

Russell Studebaker, Horticulturist, Tulsa, Oklahoma

My addition to this panel is in the area of continuing maintenance with seasonal color displays. No matter how grave the situation gets, there is always a way to use color, even if it is just a little.

Each of you in your own department or location have your own priorities that only you can determine. If you have an area that is a focal point or a source of tourism, can you just abandon these already established area? I do not think so. I think it would be very foolish to stop maintenance on an area that can add so much. In Tulsa we have had a double-headed demon for the last few years. We have had a reduction of almost one quarter of our labor force coupled with the fact that for the last two years we have been on water rationing, yet we have still maintained good color displays. Water is probably more of a key problem than is labor. Without water there is not much you can do. Other resources must be looked at, for example, what is our budget lid for chemicals, plants and equipment.

Let's talk about what adjustments can be made in areas of high visibility of ornamentals. One of the first things we want to talk about is equipment adaptations. On the days we were allowed water, we could fill our larger spary tanks, "jerry rigged" them on trucks and got out to the new plantings that did not have automatic watering systems. Also, during our rationing we cut our grass at a higher mowing height with larger mowers that cut down on mowing time.

We have also incorporated the weed eaters which are faster than edgers around flower beds. We were fortunate this last year to get equipment for leaf removal. In the past, this was always done by hand. This year we also tried electric shears versus hand shears for pruning. There was only one difference - it took less time.

With the reduction in our labor, we have tried some innovative ideas we call "Labor Savers". We designed a planting spacer that draws lines in the beds to help the planter get the plants in faster and straighter. Concrete or metal bed edging has helped to reduce time edging and they help to sharpen the line of the bed.

We too, have gone to the chemical route of maintenance. Not only do we use Roundup, but for some short-term effects, we have also used soil sterilants.

Several adaptations in the plants we use have been made. We are growing less cool season grasses because they are very labor intensive. We grow less annuals and more perennials in our showy areas. Wildflowers and native plants are planted in areas of less attention and hard to maintain areas. Native trees and shrubs are planted and are maintained for 3 years only, after that they are on their own. Another way we have dealt with drought conditions is to plant more drought tolerant plants like cactus, lantana and periwinkle. Some interesting contrasts to add to color displays are weeping love grass and other native grasses. A good way we have found to help those not so heat tolerant plants, is to plant "nurse plants". "Nurse plants" are shrubs or trees that can shade the delicate flowers beneath it and help them handle the heat better. Try planting annuals like fountain grass, marigolds or zinnias that have a long season of bloom and/or color. It seems we have always taken our floral displays to the people. You might find it more economical to concentrate the floral display areas, like in a conservatory, and bring the people to it. We have also made some cultural adaptations that help us keep our flower program going. Mulches are used more so now than ever before, because it saves us from weed pulling and less watering. Slow release fertilizers, like Osmocote, are applied once when the plant is planted. We have found that systemic insecticides on marigolds were very successful in controlling spider mites. I would recommend to you to plant as early as possible in the planting season and get the plants well established before hot weather. I encourage departments to engineer volunteer support and funds for color displays. Everyone can receive some sort of joy in the sight of beautiful flowers.

Multi-Use Trails and Trail Development in Urban Areas

Chairman: James E. O'Rourke
Panelists: Dwayne Stutzman
Kathryn Nichols

With depletion of energy resources, pollution awareness gaining momentum, and gas prices rising, more and more people are turning to the bicycle as their major means of transportation to and from the work place. These individuals who choose to commute to work by way of the bicycle are called utilitarian rather than recreational bicyclists. They use a bicycle as an important part of their transportation needs.

In urban areas where commuting by bike is widespread, a conflict frequently occurs - car vs. bicycle for the same road space. It often becomes a problem when automobiles and bicycles share the same roadway. Those that commute by car complain that they cannot easily see the bicyclist and bicyclers often disobey the rules of the road. Bicyclers on the other hand, complain that cars park on the side of the road eliminating what little space there is for bicyclers, etc. In an effort to resolve this conflict, some communities turn to their city recreation and Parks department.

The recreation and parks department addresses the problem to its recreational programmers and park planners. These people must in turn decide if they should develop a separate facility for bicyclers or develop a program utilizing the available resources.

Ms, Kathryn Nichols, a planner with the comprehensive planning branch of the Texas Parks and Wildlife Department, is a trail planner and has recently worked on rural bicycle routes. "Planning for Bicycling Activities" was the topic of her presentation.

In planning for bicycling activities one must address some of the options available in providing for the bicyclists needs. These needs fall across a broad spectrum dependent upon purpose, skill level, age, and endurance. There are two options available in the provisions of these needs: 1) development of seperate facilities for bicyclists, or 2) development of programs for the bicyclists utilizing available facilities and resources.

There are several factors one must consider in weighing these options. Some basic considerations pertaining to both options would be the target group, recreation vs. transportation, involvement of other departments, and the current traffic flow of the bicyclist. The target groups include commuters, school children, recreation riders, the average skilled, and the advanced skilled. It is important that the number of recreational bicyclists and utilitarian bicyclists be ascertained and differentiated. This data will be significant in determining which option will be utilized. Consideration needs to be given to involvement of other departments, primarily the transportation and the public works. One needs also to review the current bicycle traffic flow of the area. This data should include such facts as the most heavily used area and the routes the bicyclists are using. The majority of bicycling occurs on streets and roads. Only 13% of urban and 11% of rural area biking occurs on trails. Safety is always a prime consideration.

There are other considerations which are unique to the individual option. In the option of separate facilities considerations arise as to the type of facility to be used and the location. There are three different facilities that can be used. The separate bike path is one alternative and is usually under parks and recreation department jurisdiction. The separate bike path is safe as it is removed from the flow of automobile traffic and it may go through scenic areas. But, it is usually costly for the amount of riding provided as the less than average bicyclist rides five to seven miles in one half hour. It doesn't always go where the bicyclist wants to go, and transportation cyclists fear that if separate bike paths are provided, they will be restricted from use of roads.

The striped bike lane is another alternative. This is a part of the roadway that has been striped especially for bicyclists. The striped bike lane gives notice to motorists that there are bicyclists around; it safely separates the cars from the bikes, and it is cheaper than constructing a new facility. Problems with this type of facility include that of cars mistakenly parking in this lane and the fact that might not go where the cyclist wants to go. Another alternative is to use signs instead of stripes on bike lanes. But, in a recent survey, 93% thought stripes were safer, and 20% didn't even know they were on a route when they were surveyed.

In considering the option of developing programs around existent facilities and resources, several issues arise. One issue is the use of existing sidewalks. These offer some of the safety features of the separate bike paths and they are good for children in low use areas. However, bicyclists can conflict with pedestrians and driveways; they can be hazardous to motorists not expecting cyclists at intersections; and they offer no continuity.

Road and street improvements to allow use of existing facilities is an alternative. This would entail removing parking areas along sides of streets, repairing potholes and seams, replacing grates, improving railroad crossings, and cleaning up debris, glass, etc. in gutters and along the sides of streets on a periodic basis. Traffic control is another option. Timing of downtown traffic lights to 12 miles per hour allows bicyclists to travel continuously. Traffic light trippers can be made sensitive to the weight of a bicycle and extended into the bike lane. Bikers could be allowed to yield instead of stopping at stop signs.

Support facilities could be used also. Parking racks placed in downtown shopping centers, parks, and schools can provide or encourage others to provide for bicyclists. City offices are a good place to start. Employees can be encouraged if offices offer such facilities as showers and lockers.

James E. O'Rourke gave an overview of the Parks Department Trail System. There are 50 miles of trails in the Houston area and the longest stretch is 30 miles in length. Various types of materials used in trail construction were discussed. Paved asphalt and decomposed bark trails are most prevalent in the Houston area. Other materials being used in other departments include tire shavings obtained from retreading companies. Houston has trails set aside for specific uses such as walking, running and roller skating, while others are just for one or two activities such as bicycling. Each trail is provided with drinking fountains and rest stops. Old diving boards have been used as park benches scattered along the trail. Mr. O'Rourke said that the various types of trails within the city of Houston have experienced outstanding success. He recommends a publication entitled "Bicycle Transportation for Conservation of Energy" for starters in the trail business.

Dwayne Stutzman discussed the state-wide bicycle plan for Oklahoma. There are several issues within the bicycle plan. They are: 1) a state level bicycle coordinator; 2) a bicycle advisory council; and some planning aspects that include; 3) recreational aspects; 4) health aspects; 5) safety aspects; 6) planning at the state level; and 7) planning at the local level. The main factor is that bicyclists do not want to use the bicycle path because it is not where they need to go.

The need to educate the non-bikers and trail users ranked a high priority of developing a successful plan. One tip advised marking the roadway as to a bicycle route so that motorists are aware of the route and the bicyclists. Including the transportation department in the planning for bicyclists was another helpful hint. As an interesting side note, Mr. Stutzman pointed that the national average for bicycle commuting is five miles. Another tip was to enact a good public relations campaign enlisting all available media and other helpful resources. The importance of adequate funding sources is a must for a successful bicycle plan. Various funding projects were cited and examples included sponsoring an activity such as a jogathon or variations on that idea.

Alternative Funding Promotions

Chairman: Bill Hinson
Panelists: Bill Thompson
Ben Green

Bill Thompson

The City of Irving's Park and Recreation Department is currently conducting a program for the funding of land acquisition called The Voluntary Contribution Plan for Park Land Acquisition. This program was initiated after a land developer came to the department and suggested utilizing this program in order to acquire more park land. Since Irving has no mandatory dedication law or any other continuing land acquisition program, this program of voluntary contribution was adopted.

The program uses the city water bill as a vehicle for monetary donations made for the future acquisition of park land. On the water bill sent out by the water department, a space is provided for the citizen to voluntarily add in an extra amount. His contribution is simply added onto his water bill and included in his check. At the water department, the amount of the donation is entered into a computer and a printout is provided to the park and recreation department.

This type of program has been used in other communities around Irving. Bedford, Collyville, North Richland Hills, and Richland Hills all have similar programs. However, these communities require the citizen to strike off a portion of the water bill if he does not wish to make a contribution. The Irving City Council felt that this method was somewhat deceiving and as a condition for approval, the design for the bill had to be such that if the citizen did not wish to contribute, then no action had to be taken.

The program is still in the early stages so evaluation of its success is vague. Presently, about $2,000 a month is being contributed to the program. If the program is to be considered successful, $10,000 to $12,000 a month must be realized. The collection rate is about $1.50 a contribution with the percentage of contributers to the total amount of water bills being about 3%. The minimum rate for a successful program needs to be at least 10 to 12%. It is felt that the program will pick up momentum and become more successful as the program matures.

In order to stimulate interest in the program, a canned slide presentation is currently being used. Originally created to help show the benefits of the program to the city council for approval, it has since been used as a source of public information and promotion for the program. It is shown to various civic organizations, P.T.A.'s, church organizations, and other interested groups. Another method of promotion available is the use of inserts with the water bills. The inserts are made attractive and informative in order to help the customer decide to contribute to the fund. Future plans call for a $25,000 high visibility marketing program in order to further promote the program.

Ben Green

In the late 50's and early 60's, land was readily available for acquisition thanks to federal funding programs such as Revenue Sharing and the Land and Water Conservation Fund. However, in more recent years, federal funding has become almost nonexistent. This has increased the burden on the park and recreation agency at a time when budgets have been frozen or even decreased. This has forced many agencies to create alternative funding sources in order to meet the increasing demands placed upon them.

One such agency is the Boulder County Parks and Recreation Department of Boulder County, Colorado. Boulder County P.A.R.D. has had a frozen budget since 1979. This combined with its location along the front range of the Rocky Mountains has presented Boulder County with some difficult challenges in the problems they face.

The Front Range consists of a thirteen county strip along the eastern range of the Rocky Mountains. Its population is expected to increase by 1 and 1/4 million people in the next twenty years. The projected growth rate will be three times the national average. The problem Boulder County faces is how to serve the increasing population while facing little or no budget increases.

In order to meet the growing demands for more park land and open space, several creative methods of land acquisition are currently being used. One such method is the bargain sale. A bargain sale is the sale of property to a public agency, trust, or foundation at a price less than fair-market value. This results in a part-sale and part-charitable contribution. The difference between the fair-market value and the price paid can be used as a donation and thus, a tax deduction for the seller. This also helps to offset the capital gains on property sales.

Also being used by Boulder County are conservation easements. These easements allow the property to be taken off of the tax roles so the owner no longer has to pay taxes on his property. In return, the owner agrees to allow the organization use of the property. This type of acquisition has helped Boulder County to create the trail corridor they wanted without having to buy any property.

In order to assure plenty of open space will be available in the future, Boulder County has begun buying development rights. By buying the development rights of a piece of property, no development may take place except with permission from the owner of the rights.

Boulder County is also creating new methods of funding for their maintenance and operation budget. Recently a problem has developed with insect control in the 6,000 acres owned by Boulder County P.A.R.D. This has resulted in an abundance of dead vegetation and trees which had to be cleared out. A little imagination has been used and instead of becoming a headache, the problem has become a money making venture. By selling the dead wood to the public as firewood, not only is money made, but money is saved because no money is spent on labor.

User's fees are being utilized. User's fees are important in order to make programming self-sufficient. Each program should have a fee high enough to make that program self-sustaining. Facilities which were funded with revenue bonds should have a user's fee in order to pay off the funds. User's fees are becoming more acceptable because only the people involved in the program pay for it.

Another source of funding becoming more popular is acquiring a percentage of sales tax. In 1967, the City of Boulder was successful in acquiring 4/10 of 1% of the sales tax. In 1981, $2,050,000 was raised for the purchase and acquisition of park land through this program.

Other items of importance include sharing facilities and time uses with school districts. Also selling advertising on recreational brochures can be helpful. There are all kinds of funding promotions available to the park and recreation agency. Many can be found by reviewing city statutes and state laws.

Scale Models - A Tool for Planning, Publications and Interpretation

Chairman: Mark Huddleston

Scale models can be a very beneficial tool for a department or agency. At this session, some general knowledge on how to contract for models, learn some about the construction of models, and then show some photographic examples will be covered.

First, it should be explained the benefits of the use of models in our field are directly related to what is the purpose of a model. Models are a three-dimensional display of a concept, a plan or event that can be demonstrated in a more understandable format than plans, photographs, or artists' illustrations. Basically, a model brings to life the second dimension and in many instances creates logic or efficiency out of confusion. Models have shown themselves to be indispensable to virtually every profession - geologists and engineers of practically every specialty all use models extensively. In the parks and recreation field, models have also seen wide use.

Why build a model when plans and illustrations have always accomplished the job? The following are reasons why a scale model may be of vital importance in the acceptance of the project proposal:

1. As an aid in parks planning, determining the validity of a plan, or experimentation with new concepts.
2. Selling and convincing the general public, board members or city council.
3. Explaining planning details to various committees.
4. As added highlights to promotional publications, master plans or brochures.
5. To help in the bidding process.
6. It can be extremely useful as an interpretive aid.
7. Serves as a guide to maintenance personnel.
8. A legal aid in liability suits.

Models can fulfill several functions in the planning of a park complex. Adding the third dimension allows the landscape architect, architect or engineer to either achieve a final design or to visualize their design in a working format. In addition, developing a design with the aid of a model or visualizing a design with the aid of a model expensive errors or future maintenance headaches can be avoided. The cost effectiveness of models in the planning stages has been indicated time after time. The more complex the undertaking, the more likelihood that a model will prove cost effective.

A model helps the designer to visualize the correlation of all of the parts. Correct placement of roadways, activity areas, parking areas, lighting, drainage patterns, design highlights, interpretive patterns, and traffic patterns as well as all other various factors that are included in the planning process can be shown as a workable coordinated design through the use of a model. A model does not replace the need for a plan or illustrations but serves as a supportive aid.

People in general react warmly towards a model. They are subconsciously influenced by what has been termed the "psychology of miniaturization". Few projects, when completed, have the same clear sharp lines that a model has. Lay and professionals can have difficulty visualizing a complicated plan. Even fully rendered perspectives are at times misleading or distorted and consequently mean very little. When faced with a model, the plans gain immediate realism and ideas flow freely and positively. Planning details, the reasons for certain costs, and problems that may exist can be explained to greater satisfaction. Many good ideas can be presented at these meetings, particularly when all viewers are able to visualize the completed project.

Models show greater-to-life realism in photographs than comparable artistic renderings. Because of this they will greatly increase the effectiveness of the publicity campaigns if they are used in media releases and brochures. When photographed properly, models will show good contrast in black and white and are acceptable for publication in seasonal programs and special promotional brochures. Incorporation of photos of models into the master plans helps to demonstrate ultimate goals, and generally instill a sense of confidence from your constituents. This is something that was first realized during World War II. The allies used models extensively in strategic planning and frequently in individual plateau assignments. This was shown to inspire confidence in troops since they could picture how their seemingly unimportant assignments fit into the master plan.

In every project, it is important to obtain the best quality for the least possible price. In the bidding process for construction of a parks project, models can assist contractors in gaining a clear understanding of what it is you desire. This should make the bids tighter and leave less room for error and less excuse for cost or time overruns.

In maintenance briefings and problem solving discussions, models in many instances, could provide a clear understanding of what is being discussed. This should result in assignments being carried out more efficiently and with greater speed.

In liability cases that involve a complex chain of events or intertwined circumstances that are difficult to explain, models are now commonly used to clarify the situation. If a model presently exists that may clarify the situation, it can pay for itself many times over.

A simpler model is the contour model. It is usually produced by cutting materials to the correct thickness (the materials are usually corkboard, cardboard or foam) and then gluing them together. Contours can be left at the step stage or smoothed by filling with plaster or sanding the foam smooth. Generally the contours are left step stage since the abstract appearance is considered acceptable or even superior to most planners and clients. The problem with layed-up contour models is that they will eventually delaminate requiring repair or limiting their usefulness in many circumstances. Routing contours out of solid blocks of urethane foam is the second main process of depicting contours. With the proper equipment, contours can be produced more rapidly and more accurately than lay-ups. Results are considered superior, not only due to the accuracy, but also because of the durability. Also, foam is lighter, thus easily transportable. It is unaffected by solvents, thinners, glues and lacquers. Final rendering of landscape materials are also easily accomplished by placing materials into the surface.

In a model used for the study or design purposes, the best position of roads, buildings and activity areas is not necessarily important. However, this is extremely important in completed models that will be presented or put on display. Accurate scale cars and people draw out the visual scale of the models. Landscaping in models is commonly depicted by painted, dried sections of vegetation. It is important that the landscape compliment the scale. Roadways, sidewalks, and other hard surfaces are generally painted.

Perhaps one of the most difficult tasks in constructing landscaped models is being able to visualize colors at a small scale. With small scales, it should appear that you are viewing the object from farther away, therefore, the smaller the scale the more subdued the colors should appear. Buildings can be depicted as massing of structures. As such, they would simply show size and shape. This is an economical means of showing structure without detracting from the overall appearance of the model.

It is likely that at some point in time, contracting for a model will become a necessity. In doing this, it is important that the instructions to the model-maker are clear and concise as to what the size of the overall project is to be, and the vertical and horizontal scale. It is said that if you reduce the size of the earth to the size of a basket-ball, it would be as smooth as a billiard ball. Thus, the idea of vertical exaggeration is commonly used. The model will take on an unusually flat appearance unless the vertical scale is exaggerated.

Also, while presenting the model-maker with your instructions, include detailed plans, illustrations, photographs, and material samples. If there are no model-makers in your area, they can still be contracted for, created and shipped. Another option is making the model in-house, but keep in mind that the construction of such model can be time consumptive and extremely difficult. Another option is to contract for a portion of the model and then complete the model yourself. The result is a quality project for a nominal cost. The cost for the service of model-building varies according to the size and complexity of the project.

Slides were presented which depicted different styles of models and their varied uses. As stated before, models give a clearer idea of the project and, in the future, be greatly beneficial to you in gaining acceptance and understanding of your projects.

Thoughts on Professionalism

Chairman: Ernest B. Fish
Panelists: Jerry Darter
Dr. Kenneth L. Ketner

SOME PRELIMINARY THOUGHTS ON THE CONCEPT OF PROFESSIONALISM

Kenneth L. Ketner

In beginning to think about this topic, one might well start with some clear and perhaps undisputed examples of professional groups and professionalism in action. If we agree that these are good examples, then the next step will be to try to analyze them to see if we can obtain a few hypotheses about the nature of professionalism. If we continue this process far enough, we might expect eventually to come to an understanding of professionalism in general. Let us then consider for a few minutes these examples of professional groups:

Physicians
Nurses
Lawyers
Scientists, chemists for a more narrow case
Airline pilots
Diplomats

Sometimes the word "professional" is used simply as a synonym for "that is this person's job or livelihood", as when we might say, "he is a professional marshmallow taster". Here we only want to identify someone's occupation, and surely that is not the sense of "professionalism" that interests us as a concept. The idea we now want to focus upon is one that includes aspects such as long-term training or education as a prerequisite for entrance into the profession. One can get a job if one can persuade someone to here one. One would have gotten a profession in the sense we don't mean. But there are some jobs one can get only if one is professional, and when one gets those special jobs, one is said to have entered a profession.

Looking back at the examples mentioned earlier, we can easily see that these occupations are not "just jobs", but are professions. Why are they not "just jobs"? Well, for one thing, we seem to respect such professions more than we do mere occupations. Naturally, I am only making a distinction and not disparaging the tasks of a marshmallow taster, or any other non-professional occupation. Why do we seem to respect true professions more than we do occupations? Perhaps it is because these professions perform some vital function for humanity or society at large, a function without which our life or our present way of living would be in danger, or would be diminished. Let us try this idea out with the example professions mentioned earlier. Physicians and nurses are respected because they perform the vital function of maintaining health, curing disease, prolonging life, and many other similar things. Lawyers serve to maintain a kind of social peace by designing rules and procedures related to conflict resolution. Scientists are committed to a long-term search (which transcends single generations) for the truth about nature, something that we as a species find to be valuable in a very broad way. Airline pilots and their associates provide safe, convenient, and speedy travel, contributing to making possible the kind of world society we now have. This is an interesting example because airline pilots have only recently become professionals -- it used to be just a job. This suggests that society as a whole changed and that a new set of conditions made it vitally important for air pilots to become professional. Diplomats, of course, are somewhat like lawyers written large -- they try to do for the international scene what lawyers try to do for national or regional society. The vital importance of this profession is undoubted in the nuclear age.

If we are trying to think of Park Administration in professional terms, we might ask, does it as an occupational field exhibit these additional qualities that also make it a profession? I suspect that if it has not yet seen itself in professional terms, it is inevitable that it will shortly do so. It is obvious that as an occupation it requires considerable education and expertise. It is conscious of its history, and of its thrust into a future. It is now widely respected through activities of the National Park Service and related fields of endeavor. But, one might ask, what is the vital function this field performs for humanity, a feature which we saw to be important in the other examples we considered? If there is no such vital function, then perhaps we admire Park Administrators because they are nice people, not because they are professionals. I suggest that originally, say 100 years ago, there was no vital function for Park Administrators to perform, because almost anyone could easily place themselves into the beauties of nature by simply walking a short distance. Moreover, 100 years ago knowledge of our ability to pollute ourselves to death was hardly existent. Our natural habitat was seen as an eternal indestructable given. But now mankind has transformed the face of the earth, not for the better I would say, and unless persons of average means shall lose all contact with nature in its basic form, we need a profession whose ideals are to protect the remaining natural resources we still possess, a profession that will not simply be a custodian, but which will vigorously seek to educate our entire society concerning the dangers to our species associated with the steady loss of our species' actual natural habitat, without which we would not exist. This is certainly an issue large and important enough around which to form a profession, although it would have entered very few minds 100 years ago that such a thing would be vital in the middle of the twentieth century.

I hope you will continue to build your status as a profession, and that a few of my preliminary ideas might be of some assistance. In thinking further about the examples I gave earlier, I saw that another aspect of professionalism seems to be that a profession is a corporate personality. This is a complicated topic, but part of what is involved is that because the profession as a whole has a set of vital ideals, individual persons will often yield their purely personal interests in favor of the corporate ideals. For a corporate personality to exist, there must also be unique means of communication among the members -- such things as meetings, journals, study groups, institutes, or schools. And among these there will usually be a hierarchical order. A sign that a corporate personality has come into being is that in conversation what was discussed before as an action or an operation is talked of now as if it were a noun instead of a verb. Or, instead of talking about individuals only, persons within a corporate personality begin to talk about the abstraction "the profession". Thus, prior to the advent of the profession of airline pilots a flyer taking some passengers for a ride from Dallas to Fort Worth might fly entirely as he personally saw fit, and most likely there would have been no problem because this aircraft probably would have been the only one in the sky at that time. But imagine an airline pilot nowadays announcing just before take-off that the flight would proceed in some arbitrary manner. This pilot would probably lose his license, lose the respect of fellow pilots, and probably be cited for "unprofessional conduct".

Let us imagine that kind of situation in the context of something a Park Administrator might be doing. Suppose a park ranger decided one day in Yellowstone that she was tired of backpacking into a wilderness area, and that she would set about to construct a railroad into the site, to make access easier. To thus act for individual comfort, against the greater and more important ideals of the profession of park rangering, would no doubt bring this ranger's superiors to begin to speak with abstract nouns such as "unprofessional", "not in the best interests of the service", etc.

It seems clear by now that another aspect of a genuine profession is that its members are bound together to some extent by moral ties. And if someone is thrown out of a profession, it is often on some kind of moral grounds. This is another important difference between a professional and a person with just an occupation -- one cannot be thrown out of an occupation, there one can only lose one's job. But for a lawyer to be disbarred, means inability to function in the future as a lawyer. We might say that the ethics of profession are those moral features minimally needed so that each member of the profession can maximally contribute to the profession's ideals, with the least hampering of any other member's ability to contribute to those ideals. Many professions have listed these morals in special "Codes of Ethics". A place in which ethics is often overlooked, but a place in which it plays a very large role, is in the terminology a profession routinely uses. It can become a professionally immoral act to misuse a key item of terminology. For example, if a physician during surgery uses an improper technical term, it could result in misunderstanding, which could cause injury or loss of life. Persons with active imaginations can no doubt envisage other such cases from the professions of flying or diplomacy. In the case of Park Administrating, if a technical term is misused, no immediate loss of life or property may occur, but perhaps twenty or thirty years hence, the adverse consequences of that misuse may become apparent, like cancer ten years after overexposure to radiation. Scientists in general, and chemists in particular, have been leaders in showing the importance of this matter, and have devoted considerable time to drawing up codes (ethical codes, mind you) of terminology. Far from being gay little abstractions, words can actually kill.

By studying the moral issues important for your profession, I suggest you consider to some extent the works in ethics which moral philosophers have developed over the years. These works do not usually attempt to tell one how to be moral, but instead attempt to clarify issues, and provide resources, which a person or group can then use to make their own decisions. In particular, in recent years there has arisen a field of environmental ethics within philosophy which should have a particularly strong relevance to your profession. I list a few books which could start your research.

Philosophy and Environmental Crisis, ed. William T. Blackstone, University of Georgia Press: Athens, 1974.

World Hunger and Moral Obligation, ed. William Aiden and Hugh La Follette, Prentice-Hall: Englewood Cliffs, 1977.

Animal Rights and Human Obligations, ed. Tom Regan and Peter Singer, Prentice-Hall: Englewood Cliffs, 1976.

A Search for Environmental Ethics: An Initial Bibliography, Mary Anglemyer, Eleanor R. Seagraves, Catherine C. LeMaistre, Smithsonian Institution Press: Washington, D.C., 1980.

Ethical Issues in Business: A Philosophical Approach, ed. Thomas Donaldson and Patricia H. Werhane, Prentice-Hall: Englewood Cliffs, 1979.

Ethical Theory and Business, ed. Tom L. Beauchamp and Norman E. Bowie, Prentice-Hall: Englewood Cliffs, 1979.

It seems to me that your profession and ones allied with it are very important to our future as a species. Without your finest professional efforts in educating all persons of every social and economic class as to the incontrovertible necessity of maintaining our habitat, we may be the first species in the history of the earth to have provided the means for our own extinction.

THOUGHTS ON PROFESSIONALISM

Jerry Darter

As a prerequisite to an individual being considered a professional, the individual must first have a recognized profession. In the area of Parks and Recreation there are those who today will maintain that we are not a profession yet. This argument has some validity, if you examine the quality of the delivery of Parks and Recreation services and leadership in a few geographic areas of the country. However if you adopt a broader view and examine Parks and Recreation as a whole, you find thousands of individuals with formal training and expertise working in the area of Parks and Recreation. I think without question we have a profession, obviously one with a few problems, but one that continues to make progress in the areas of recognition, image and service delivery.

In Parks and Recreation we have many examples of high quality, professional Parks and Recreation Departments at all levels, local, county, state, and federal. Since I am most familiar with the Kansas City system, and believe it to be an example of a professional department, I want to spend the next few minutes talking about Kansas City and the impact professionalism has had on Parks and Recreation in Kansas City.

Kansas City has what we feel is one of the finest urban Parks and Recreation Departments in America.

A. We have 10,000 acres of park land and 140 miles of boulevards and parkways.

B. We have 550 full time employees and at least that many seasonal employees.

C. We maintain 500,000 trees in Kansas City with 250,000 of them located on every street in town.

D. We operate the Kansas City Zoo.

E. We offer a full range of recreational programs.

F. We operate four 18-hole golf courses on a self supporting basis.

The Kansas City system is a large urban park system that has enjoyed tremendous success for many years. I think the reason for Kansas City's success is directly attributable to the professional approach, which was utilized in creating the department 90 years ago.

The idea for Kansas City's system was the product of a few highly influential business and civic leaders in Kansas City during the late 1800's. They believed that if Kansas City was to successfully compete with other cities in the midwest for both population (people) and business, that Kansas City should offer something none of the others had. They decided to make Kansas City one of the most beautiful cities in America through the creation of an extensive park and boulevard system. To implement their idea they decided to hire George Kessler, a landscape architect who was working with Olmstead at the time. He was given the task of planning Kansas City's park and boulevard system and later the task of implementing his plan. He was Kansas City's first Park Superintendent, a professional.

Obviously, there are other reasons for Kansas City's success including:

A. Broad citizen support through the years.

B. The organizational structure of Parks and Recreation within City Government. This structure was created by another professional the first Park Board retained, an attorney named Delbert Haff. In Kansas City the park system is set aside from the rest of City Government and reports directly to a three member Park Board which is charged with the direct responsibility of managing, maintaining, and expanding the system. Certain funds are collected and designated by the City Charter to be used for park purposes.

I feel that early professional manangement and professional involvement in Kansas City's park system to be the principle reason for its success. The Park Board's committment to professionalism has spanned 90 years. In those 90 years Kansas City has had only 5 Park Superintendents, including Frank Vaydik, one of America's foremost Park and Recreation professionals.

In researching for material relating to professionalism and Parks and Recreation, I ran across an article written by Ralph Wilson, with the U.S Department of Agriculture. The article was titled, "So You Think You Are A Professional" and relates to our topic today.

To quote Mr. Wilson directly, he said: "The manner in which his profession grows and achieves status correlates strongly with the individual worker's personal growth and effectiveness on the job. The profession gains strength when each individual participates in the activities of his professional organization and strives to raise his own personal competencies." . . . "The Recreation and Park profession exists in terms of each separate member of the profession, and every person's contribution through active participation benefits the profession." Mr. Wilson asked several questions which were designed as a self analysis of the extent of your professionalism. A few of those questions follow:

1. Do you belong to your state association, the N.R.P.A., and other appropriate professional organizations?

2. Do you take active part in your professional associations?

3. Do you record your Parks and Recreation experience in writing for submission to your professional association's publications?

4. Have I made an effort lately to recruit high caliber young men and women to the Park and Recreation profession?

5. Do I offer a student internship program?

6. Do I recognize the need for continual professional self improvement of my staff and myself?

Mr. Wilson's article was excellent and more lengthy than I have quoted. It was originally published in an N.R.P.A. publication titled "Network" for the Great Lakes region.

In conclusion one might ask yourself, what is the value of professionalism, and I think the answer is success, both for yourself and for your profession as a whole.

Safety Training for Parks and Maintenance

Chairman: Donna Pond Watson
Panelist: Mary Lou Iverson

Mrs. Watson introduced Mrs. Iverson and turned the session over to her. Mrs. Iverson, an N.R.P.A. Safety School Instructor, began by mentioning the school. Held each year in August, the school is a two-year program, the latter spent in the home park area. This program is highly recommended for your front line personnel.

Safety cannot be taken lightly. Eighty-five percent of all accidents are avoidable, while fifteen percent are considered "Acts of God". In most cases, the victim is the cause and with proper preparation could have prevented the accident, by their own actions. Thought, care, logic and planning also prevent accidents. In short, if your people plan, prepare and have some knowledge of accidents and how to remedy them when they occur they can be handled properly and with some efficiency so as to prevent further injury.

The results of all accidents fall directly into your operations budget, sooner or later. It is a direct cost because labor, equipment and time to complete the job has been held up or lost completely. This can never be made up and is gone forever. Each park department can and should keep a log or maintain a system of some kind to record direct and indirect costs for all injuries in a one-year period. Although many are fooled by minor cuts and bruises these are reflected in your direct costs and are sometimes questioned at budget time.

In defining an accident, a time factor is mentioned. The accident is an occurrence happening in a sequence of time. It is this time factor which is usually the least remembered aspect of an accident, yet it is the biggest loss as far as recovery is concerned. Recovery time results in lost labor, static equipment and the shuffling of work crews to fill the place of the injured party. In today's world, an injury affects not only the person injured but the work force as well. Loss of productivity, lowering of employee morale and sometimes a little negative publicity if serious and newsworthy. Many of those injured today take the matter into court and sue not only the company involved, but the supervisor as well. Inadequate working conditions and equipment maintenance (playgrounds) are two of the most common in our field.

In order to prevent accidents, a safety program should be implemented. This will have ongoing results and may save lives of employees, and most important, those who use our facilities.

Programs on safety are available from many sources. One such rpogram is a slide show aptly names "The Convincer". This program convinced those who viewed it that safety is serious business. Most of the injuries shown were the result of the worker's negligence and resulted in partial or total loss of body, organ function or limbs. Of these most were face and hand injuries. The program was on loan from the Oklahoma Highway Department where satisfactory improvements in worker safety and accident loss time has helped greatly.

Aside from the NRPA Safety School, there are many other school programs available. The American Red Cross basic 8 hour course is one. Available at a nominal fee, this may be offered in 4 two-hour sessions or 1 eight-hour session. Some goals and objectives might be:

Safer Employees

Employee cooperation in times of need
A greater value to family and friends
Good PR for the department and each
employee who takes the course.

Goal: Every employee certified and proficient in basic life saving and minor first aid.

The National Safety Council Defensive Driving Course is a program known to most. This is available in a bilingual (Spanish/English) format. If set up on a regular basis, this will help with vehicle safety on and off the job.

The following is a list of other agencies which may have safety or safety-related programs available:

National Safety Council
Consumer Product Safety Commission
Your city safety director
Private industrial/manufacturers in your area
Utility companies (gas and electricity)
State Highway Department
Insurance companies (extremely helpful)
Local Workman's Compensation Office
Local Occupational Safety and Health Administration Office
Your State Safety Council

In preparing the program, the following tips were given.

Set up programs on a regular basis
Keep programs on current work schedule topics
  Example: Mower safety in Spring/Summer
Use a variety of presentation methods
  Audio-visual aids
  On-hands experience
  Tour a safety facility

KEEP IT EXCITING

Keep it SHORT 30-45 minutes

CHAIN SAW SAFETY

This begins at the park service center. Each person assigned a saw should receive the following: a hard hat; a good set of approved safety goggles; a pair of quality work gloves suited for saw work and removal of brush. The worker should be outfitted in steel toe boots and tight clothing which does not hamper movement. After obtaining and checking this equipment out, issue the saw. Have each worker look at and check the following:

the Bar for cracks, signs of wear, and bends in the metal.
the Chain, for sharpness, tension on bar, and the links

After this check, take the saw out of the building to a safe area away from others. Check the oil in both the engine and chain reservoirs. Start the engine and let it idle for one minute with the throttle in idle position, if all is in correct and safe working order. If these are repairable, fix them, but only if you are knowledgeable in the area. It is a good idea to rope off the cutting area. Other tips include: avoid kickbacks and saw pinching; use a well-balanced stance; hold the saw firmly and with the proper grip; use a wedge if pinching occurs; watch for falling brush and debris; never raise the saw higher than your chest height. Always have a buddy nearby, NEVER SAW ALONE. Clean the saw at the end of the work day. Another tip was the use of hearing protection. Recent studies have shown hearing impairments result from constant noise levels from small gas engines.

Ladder Safety is another neglected part of some jobs. Four hundred people die annually and another 65,000 require hospitalization of some type.

Safety precautions
Use the buddy system
Tighten the safety latches before climbing
Don't climb past the step marked DANGER
When using a ladder braced against a structure or tree, place the ladder at a distance ¼ the total height away and three rungs over the height to which you're climbing
Place your belt buckle between the rungs at the work area. Don't wear a large buckle when working
Take each rung one at a time alternating your feet (right-left-right)

An overall view of safety provides us with the thought that what applies on the job also applies to a certain extent to our off the job activities. Statistics back this up, 55% of all injuries of workers occur off the job and 70% of the worker's deaths occur during this same period. Programming for these will also enhance the on-site safety factor. Safety is common sense, pride in self and job, and good maintenance for the individual.

In following up safety, good routine maintenance also works to prevent accidents. If tools, machinery, and those who operate the equipment are in good working order, accidents are few. But when accidents do occur, remodel for safety. The How-Where-When should be looked at very closely. After doing this you know some steps to prevent it from occurring again. Never remove a safety guard, it's there to protect the worker. When a situation warrants down time, place a sign or tag on the difficulty to alert others to the dangers. This also indicates that repairs are being made.

You can never be too safe. Even those Band Aid injuries require some paperwork. You should always be alert and make yourself aware of the situations occurring around you and always have a safe way out. It's the unexpected that causes the most harm. Better safe than sorry!

Understanding Management Strategy - Vandalism

Chairman: Rusty Black
Panelists: Larry Morgan
Richard Zavala
Harold Oliver

Understanding why a park is vandalized will probably never be fully comprehended. There are three types of information that is useful to the park manager, to assist in forming an anti-vandalism strategy. They are condition reports, damage reports and analyses.

Condition reports provide an update on the condition of the facilities. The information doesn't need to be extensive, but should be a correct account of the state of the facilities. The information can pertain to whether the facility is clean or not, or whether it needs renovation, or determines the use of an area. This information is gathered by informal observation, formal inspection, and requests for repairs or replacement.

Damage reports take those steps a little further. The report will include where the damage occurred, how extensive the damage is, and if known, how the damage occurred.

Analysis is calling on all available sources of information, such as who uses the facility, how the facility is used, and how the damage occurred, when the damage was done, who was involved in the act, and the feelings of users and neighbors about the facility.

In outdoor vandalism, the most useful management tools are planning and design, maintenance and repair, staffing and supervision, scheduling and programs, and community relations.

Regardless of the thought put into planning and design, vandalism cannot be entirely eliminated; although it can be greatly reduced. All too often the design of parks and playgrounds is done strictly by design professionals or suppliers. While they do have a design expertise, they cannot see a large portion of the damage that a park manager sees. A park manager might implement a design review process where he can have some feedback on the design process.

A design review process might be built around a set of basic questions, such as, are the facilities in question going to serve a real need? Does the facility provide for a broad range of potential users? Will the facilities or equipment survive unintended uses? Has ease of maintenance and repairs been taken into account?

Maintaining an adequate level of maintenance is important. Litter, unrepaired damage, neglect in mowing, pruning, or the painting of the equipment give the appearance that the department doesn't care about the park site. This may seem to be an unfair assessment, due to excessive demands and limited resources, it can still give a poor image of the park department.

When maintenance around facilities is neglected and the grounds become unsightly, the site tends to draw destructive play.

There are three types of maintenance: routine, preventive and adaptive. Routine maintenance is activities that are done on a regular basis, such as morning ball field maintenance. A park department shows how much it cares about a facility by the amount of routine maintenance.

Preventive maintenance requires the repairing of damage when it occurs. To be able to stay abreast on this regular problem, a system of regular inspection of the facility is required. Repairing damaged areas or items when they first happen is always cheaper and easier to do than if the damage goes unattended.

Adaptive maintenance is making repairs in such a way as to avoid recurring damages. This may be done by upgrading the materials, or using more durable materials.

Staff members may also be very effective in reducing vandalism. A conscientious and well-supervised staff may make the difference between responsible behavior and abuse of the facility. The staff must be able to expect authority and provide leadership. The concept of "getting along" is not good enough to control a situation and prevent a loss of control and impending doom.

Managing schedules and programs is another method of presenting the department as a responsible provider of services. Having facilities open when they shouldn't be, or lights being left on at night may keep an individual from venting his frustration on the facility.

Damage to equipment and facilities can be identified four ways, accidental, unintended use, modification and challenge. Accidents are simply that, such as a light fixture being placed too close to a ball field. Unintended uses means the equipment is being used for purposes other than those for which the facility was designed, such as hanging on a basketball goal. Modification is where the user changes the equipment to suit their needs. Children may take a loose piece of equipment off of a structure and incorporate the object into their play activities. Challenge is the process by which obtaining a feat that may seem almost impossible, such as throwing a rock at a light fixture. There are also more serious and dangerous types of challenges, such as damaging a high voltage control box.

Parks are traditionally a gathering point, a "hangout". There are two kinds of hangouts; the first kind is a street corner type of environment. In an area such as this a person can meet with friends. These areas are usually known areas where they can see and meet with friends. These areas are usually littered with bottles, cigarette butts, and food wrappers. Benches, fences and play equipment may be broken or damaged as a result of an inappropriate use.

The other type of hangout is less public. When an individual wants to do things that would be forbidden in the open, they seek areas that are more secluded. These secluded areas suffer the same effects as open spaces, litter and damage to equipment.

In a clean park people tend to be more conscientious about placing litter in the proper receptacles. A littered park may say to the user that littering is acceptable. Dog litter is also a problem. Parks that have been fouled by dogs are less attractive to the user than one that is free of this matter.

People like to make their mark on walls, rocks, trees, restrooms, and monuments in the form of grafitti. Most often these are names or nicknames, school groups, and clubs or gangs. Graffiti may be more of an annoyance than a problem. It is often difficult to control and may force the potential user completely off the site. Graffiti may also be an invitation to more serious damage.

People bring cars to the park for many reasons. They may drive up to the ball field to have a comfortable place to sit during a game, there may not be enough parking in the parking lot or they may want to keep their car where they can see it. Parks are also attractive to motorcycle riders. Whatever the reason, these people bring these vehicles to the park and the user can damage the park with it. It may be accidental damage to trees, grass, or light poles. The damage may be done on purpose, such as to break restraining chains, or break out windows. To close a park to all vehicles would be unrealistic, so the manager must develop tactics to limit or restrict the use of vehicles in the park.

In dealing with indoor vandalism, the management information used is basically the same as outdoor vandalism, conditioning, damage, and awareness reports. The management tools for indoor vandalism prevention are the same as outdoor vandalism, planning and design, maintenance and repair, staffing and supervision, scheduling and programs, and community relations.

Damage to equipment and facilities can be categorized with the reasons for damage in the accidental, unintended use and challenge areas. People also hang-out inside facilities just as in an outdoor situation. Break-ins are a serious problem for recreation centers. They may break in just to prove a point, or to get at a swimming pool or a basketball court after hours. Another reason is to steal money from cash boxes or vending machines.

The most common points of entry are usually windows that are accessible from the ground, doors with a glass front, and roof doors or skylights. These may be avoided in the planning or designing stage.

Defining "special" types of vandalism is due to individual situations at hand. There are three categories in which to place vandalism acts: Petty or Impromptu, where the act is not premeditated, low in unit cost for correction, and more of a nuisance than severe damage; Aggrevated or Minor vandalism, where there is a degree of planned premeditation, damage is often considerable and sufficient to incapacitate the facility; Grossly destructive or Premeditated vandalism, where there is severe damage that has been carefully planned.

In a National Park, the biggest problem is the burning of forest land. Also, the theft of signs and markers has become a big problem. In State Parks, the problems tend to range from litter, graffitti, broken glass and theft to the destruction of restroom facilities, signs and the breaking of windows.

Whether the resource is a national, state, municipal or private level, all sectors have experienced various forms of what could be considered "special" types of vandalism. Any type of vandalism could, in a sense, be considered as a special case. All acts create a hardship on management and personnel in the areas of time and materials, thus resulting in costly repairs.

What is a special case to one branch of management may be a daily occurrance to another branch, and vice versa. Vandalism acts and vandalism itself are here to stay and there is no easy treatment and certainly no cure.

Management Team Concept for Land Acquisition and Construction

Chairman: Leonard Ehrler
Panelists: Dick Martin
John Eillison
Dan Whitworth
Crystal Stewart
Stewart Strong

Leonard Ehrler

Many park and recreation departments experience the problem of how to spend capital funds from bond elections in order to meet a deadline. People expect immediate results after passing bond elections. To delay in using these funds could cause the loss of credibility in the department and jeopardize future bond elections. The City of Austin Parks and Recreation Department has created a team management program to help solve this problem.

This program consists of two seperate plans. The first plan, called the Land Acquisition Management Plan, is a step by step team approach to the acquisition of park land. The emphasis of this plan is to expedite the process of land acquisition by using an organized team to carry out the different functions required in transactions of this type. The second plan, the Capital Improvements Management Plan, uses the same organized team approach, but it addresses the problem of how to spend money quickly and efficiently on capital improvements and construction.

The Land Acquisition Management Plan (L.A.M.P.), was created by the Austin P.A.R.D. with the help of Mr. Don Walker of Boulder, Colorado. Mr. Walker is a real estate specialist in the acquisition of park land and open space. With Mr. Walker's input, L.A.M.P. was created to help Austin's Park and Recreation Department spend nearly eight million dollars of bond money within eighteen months. Most of this money was to be spent for the acquisition of nearly eighty pieces of property. Speed as well as efficiency were important goals of this program.

A spin-off of L.A.M.P. was the Capital Improvements Management Program (C.I.P.). Created in-house and modeled after L.A.M.P., this plan consists of a series of steps to help speed up and improve both in-house and contracted construction. Most of the team members of this plan are personnel that work within the department.

The key to both of these management plans is teamwork. The processes involved in these plans require the interaction of many different departments as well as private professionals such as appraisers, attorneys, and engineers. Organization and cooperation between these team members will determine the success of the program. The Austin P.A.R.D. considers their program to be successful so far, with almost 60% of the bond money utilized after only twelve months.

Stewart Strong

The Land Acquisition Management Plan is an effort to gather together expertise and manage it as a team. The team members of this plan each have their own tasks to perform. Although most of the members of this team are not within the department, their services are contracted to insure availability. Services are either contracted or arranged with an appraiser, a surveyor, a city real estate professional, and someone from the city legal staff. All are available when needed, and are familiar with the particular needs of the department. This type of arrangement solves the problem which existed before the plan of not being able to utilize these people when they are needed.

The following is the list of steps used in the Land Acquisition Management Plan:

1. Project Initiation
2. Base Map Collection
3. Study Area Identification/Reconnaissance
4. Available Land Inventory
5. Preliminary Mapping of Sites
6. Data Inventory for Sites
7. Recreation Needs-Site Suitability
8. City Department Coordination
9. Preliminary Land Cost Estimates
10. Ownership Determination
11. Detail Summary/Site Documentation
12. Preliminary Site Selection - Prioritization
13. Preliminary Review - Select Sites
14. Initial Preliminary Owner Contact
15. Establish Priority Recommendation
16. Neighborhood Contact/Input
17. Refine Land Cost Valuation
18. Owner Contact - Negotiation
19. Agreement - Owner/Negotiator
20. Staff Review Approval of Terms, Conditions
21. Detailed Site Survey - Engineering
22. Final Appraisal - Site Valuation
23. Contract for Acquisition
24. Review - City Approval
25. Abstracting - Final Title Examination
26. Closing

The Land Acquisition and Management Plan is initiated shortly after a bond election by identifying potential acquisition sites. These sites can be identified by studying base maps, aerial photographs, and by conducting windshield surveys. In-house planners can then eliminate undesirable sites on the basis of topography, size, access, or other criteria. Possible sites are then listed for further study.

City department coordination is essential in choosing future park sites. Without this coordination, it would be possible to find the recently acquired park site in the path of a proposed highway right-of-way or in an area which cannot be serviced by the water department. This coordination, and the steps that preceed it, are carried out by in-house personnel. However, after department coordination is established, it becomes necessary to utilize the outside team members to complete the plan.

The appraiser is called on to make a rough estimate on the value of the site. Afterwards, the sites are further detailed, reviewed, and prioritized until only the most desirable sites remain. The owner is then contacted and further cuts are made due to prior commitment or an unreasonable asking price. Also of importance in this plan is public input. Neighborhood organizations and other affected groups are contacted and asked for their ideas and feelings.

After final cuts are made, the appraisal of the site is further refined. The owner is again contacted and the negotiation process begins. If a tentative agreement is reached, then the site will undergo extensive surveying and appraisal. A contract is drawn up and reviewed by the city. If the contract is approved, then the legal work is done and the transaction is closed.

This process is also useful with other types of land acquisition. Since most land donations are done for tax deduction purposes, a rush to donate is often created in December. In order to meet the December 31 deadline, the L.A.M.P. team can be pulled together in order to process the donations with great speed. This helps to ensure more donations in the future.

L.A.M.P. can also be used in acquiring land set aside by developers in compliance with a mandatory reservation law. Many communities now use a mandatory reservation law in place of mandatory dedication. This law requires the developer to set aside a parcel of land within a development and to make it available for purchase by the park and recreation agency for a predetermined period of time, usually twelve months. Many times, the process of acquisition moves too slowly and the land is lost. By using L.A.M.P., the process is speeded up and acquisition is much more likely.

Dick Martin

The main purpose for the Capital Improvements Management Plan is to collect and organize input from all people affected with an improvement project. The organization of this information will allow the pace of development to quicken. No single person has total control of a project, yet each person involved has a specific area of responsibility.

John Ellison

In Austin, the basis for C.I.P. decisions come from the Master Plan. Decisions are made in regard to the future needs and developmental priorities as stated in the Master Plan. However, a master plan is not necessary to carry out a C.I.P. program. Once a C.I.P. program is established, it in effect becomes the Master Plan.

There are many benefits of a C.I.P. team. Each member of the team is a professional and have certain areas of expertise. By keeping the overall goals of a project in mind, each member may utilize his expertise to help reach the goal. The team also become a problem solving unit. The concept of two heads are better than one is used in solving any problems which may occur.

The following C.I.P. project flow chart is used as a guide for improvement projects.

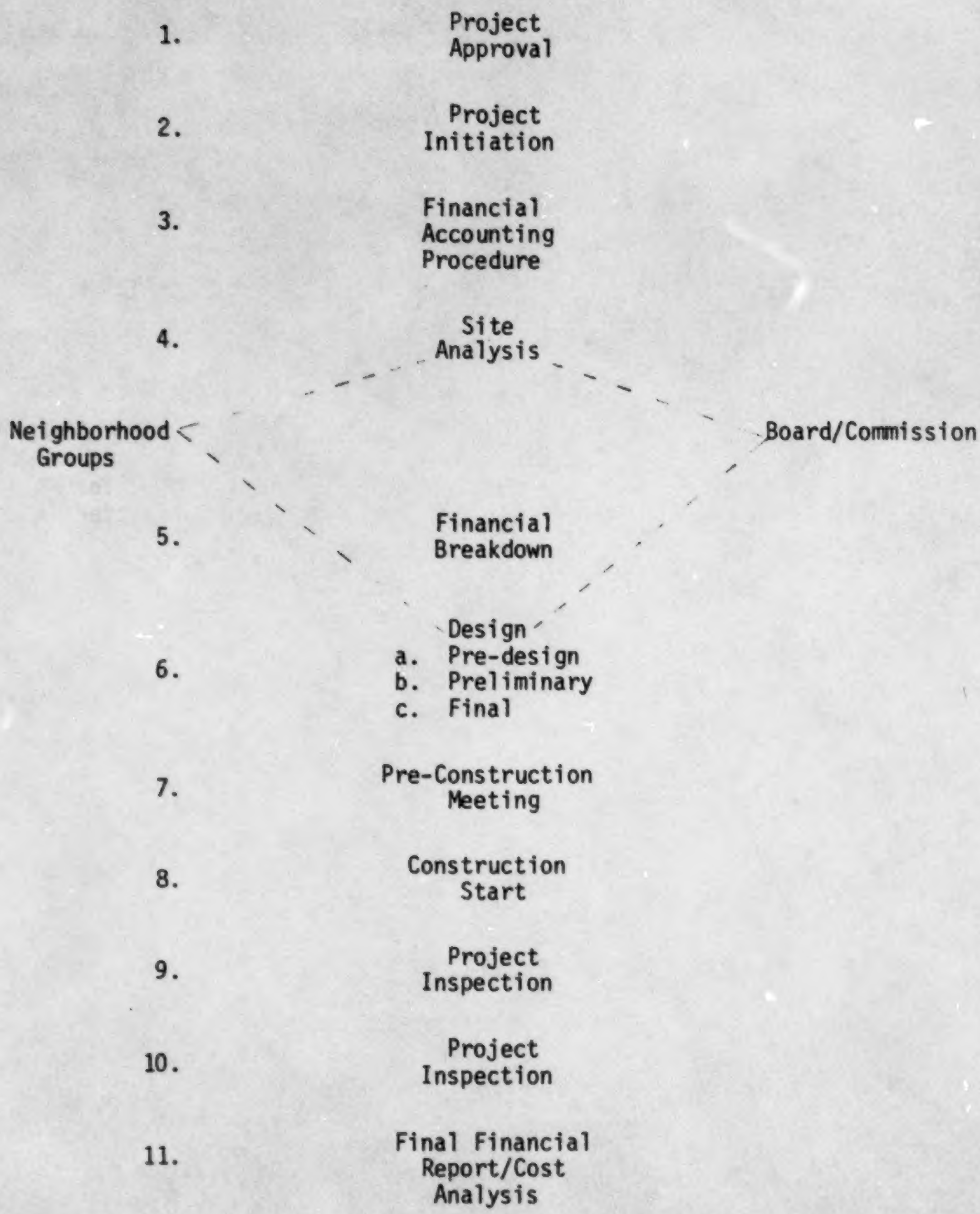
Dan Whitworth

The Austin P.A.R.D. uses a series of forms in order to collect and assimilate data on all aspects of construction. All in-house construction is broken down by individual tasks and recorded on a form for this specific purpose. These forms record the task performed, the time for completion, and the materials used. This information is then entered into a word processor which then computes the cost of labor and materials for each task. This information can be used on future projects to decide whether to use in-house or contracted construction.

Crystal Stewart

Since grants for improvement projects usually have a deadline for project completion, it becomes vital that both in-house and contracted construction crews are as coordinated as possible to prevent costly delays. This is where a good C.I.P. management program becomes invaluable. On-site inspections and stiff penalties are utilized in order to keep contractors on schedule.

CIP PROJECT FLOW CHART



1. Project Approval

2. Project Initiation

3. Financial Accounting Procedure

4. Site Analysis

5. Financial Breakdown

6. Design
   - a. Pre-design
   - b. Preliminary
   - c. Final

7. Pre-Construction Meeting

8. Construction Start

9. Project Inspection

10. Project Inspection

11. Final Financial Report/Cost Analysis

Neighborhood Groups
Board/Commission